

# **SALERS** *management*



William Best, vice-president, General Cigar . . . he tried Mr. Ford's principles on cigars. Page 10.

**What Price Will Bring the Most Profit?  
...Conover's Compensation Plan...Sales  
Management's Survey on Salesmanship**

VENTY CENTS

January 2, 1932

# The Pre-eminent HOME Newspaper of New Orleans

DAILY and Sunday, The Times-Picayune is delivered into more New Orleans homes than any other newspaper. A well organized, efficient carrier system makes it possible for every New Orleans family that wants to read The Times-Picayune—and more than 4 out of every 5 of them do—to enjoy prompt delivery of their newspaper at their home.

Although The Times-Picayune's total circulation is more than half again as large as that of any other New Orleans newspaper, the percentage of its street sales is the lowest of all. The Times-Picayune is not designed to attract the casual reader or the three-minute scanner. It foregoes the screaming headline and sensational news treatment. Its policy and practice is to present the news at its proper values—to present it completely and accurately, soberly and fairly. In news and features,

make-up and handling, it is first and last a *home* newspaper, designed to interest, inform and entertain the *entire family*.

In New Orleans The Times-Picayune occupies first place as the family buying guide, because it carries more merchandise announcements than any other newspaper and because it is attentively and thoughtfully read *in the home*.

The Times-Picayune readers are the people you want to reach in this great Southern market. They compose the most progressive element and *they have the most money to spend*.

Concentrate your advertising efforts on the able-to-buy Times-Picayune audience. Do an adequate job in The Times-Picayune and you sell—at ONE economical cost—practically all the worthwhile families of the New Orleans market.

## The Times-Picayune

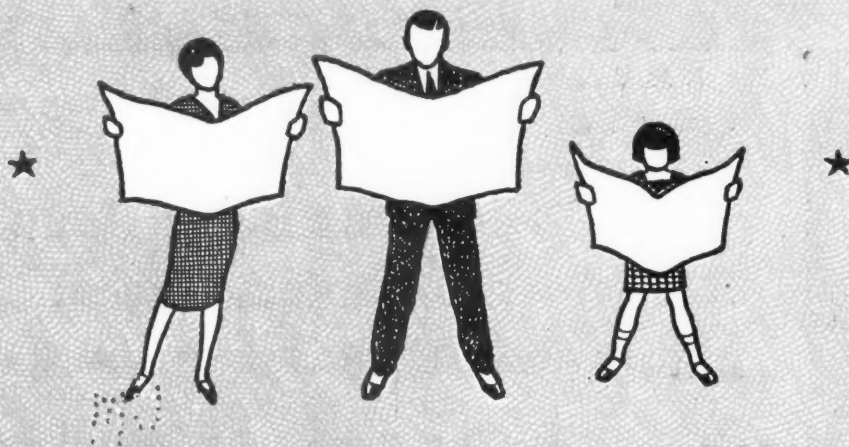
NEW ORLEANS

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Pacific Coast Representatives: R. J. BIDWELL CO.



**--NEW ORLEANS IS A TIMES-PICAYUNE TOWN!--**



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TELETYPEWRITER exchanges, similar to telephone exchanges, now make it possible for any subscriber to this service to typewrite by wire instantly to any other subscriber, whether he be around the corner or across the continent. Subscribers can type back and forth by wire for short or long periods, just as they now talk by telephone.

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You can use Teletypewriter Service any time you need it.

A most economical form of record communication.

FOR FURTHER INFORMATION JUST CALL



YOUR BELL TELEPHONE BUSINESS OFFICE



# Survey of Surveys

BY WALTER MANN

## N. B. C. Markets

Formidable indeed—but indicative of the place which broadcasting has taken among advertising media in a short span of years—is the latest publication of the National Broadcasting Company, called "N. B. C. Markets" and further described



Pirie MacDonald  
Walter Mann

on its title page as "a presentation of basic market facts on the key sales territories of the United States (e.g.) the trading areas served by the N. B. C. Associated Stations."

This is unquestionably an interesting book, a valuable book, the first reference book of its kind which has come to S. O. S.'s eagle eye. In

its 200 pages one can get a detailed study of "the 'markets' made available by network advertising," which, it is said, constitutes an "economic analysis of the leading sales territories in the United States." It's a loose-leaf book because of the fast-growing conditions surrounding radio broadcasting. Even since this book was completed, the cities of Asheville, North Carolina; Columbia, South Carolina; Billings, Montana; Butte, Montana; Council Bluffs, Iowa, and Honolulu, Hawaii, have been added to the N. B. C. networks. New sheets will shortly be prepared for these stations, and will be sent out to bookholders—who are carefully listed to receive further promotion and research pieces ad lib.

In the first part are found the high spot details on the nation-wide N. B. C. networks, with maps in full color and with complete statistical tables. In the second part we find separate sub-sections which tell the group story in brief in a summary sheet and then go on to tell the individual group outlet's story, giving the following information in that connection:

First we find a large-scale county outline map of the service area (arbitrarily laid out, as the newspapers used to before the A. B. C. became a benevolent arbitrator between clashing local forces). Principal cities within the territory are also shown on this map.

Next we see tabulated facts regarding the station, facts which include data on the ownership and the power of the station, its wave length, its frequency, its operating hours, the location of its studio and of its transmitter, the time zone in which the station lies, the date of the station's acceptance into the N. B. C., and the number of the station's hours which N. B. C. sponsored programs command. In addition to all this highly interesting and necessary data, there is a condensed economic review of the territory assigned to the station for service as part of the N. B. C. networks.

Next we find specific data for each territory on population in the area, number of homes, number of receiving sets, number of residence telephones, passenger cars and income tax returns, the estimated *net* incomes of those returning tax statements, the number of manufacturing establishments in each territory, the number of wage-earners, the estimated value of the products in each territory, the number and value of farms, the value of farm land and buildings and the value of farm machinery—all in the interest of providing adequate data for the judgment of the comparative desirability of areas . . . in terms of sales possibilities.

In outlining the territories belonging to various stations in the N. B. C. networks the author says that the "100-mile area" principle was hit upon—first, because most of the principal market centers are distributed geographically 100 to 200 miles apart; (2) because advertisers require reliable reception—which *cannot* be assured at distances greater than 100 miles; (3) because the cost of radio transmitting stations per mile of reliable range, under average conditions, is said to favor stations within a range of 100 to 200 miles, and (4) the use of wire lines requires station connections at "line repeater points" which limits the economical zoning of stations to multiples of 200 miles.\*

In fairness, however, the author then goes on to say that the area actually covered by *any* broadcasting station may be considerably larger than the immediate zone of influence of the city or trade center in which the transmitter is located—but adds that experience has shown that the use of a leading local station in *every* important city is necessary in order to obtain the most effective broadcasting advertising coverage.

In an attempt to fulfill these requirements, N. B. C. has located eighty-five stations in sixty-three cities (including the above-mentioned new ones). There are two or more stations in some cities. N. B. C. coast-to-coast facilities include either the Basic Red Network and supplementary groups (sixty-seven stations in sixty-one cities), or the Basic Blue Network and the same supplementary groups (fifty-nine stations in fifty-three cities). The *Basic Red Network* utilizes twenty-six stations in twenty-one cities, and the *Basic Blue*, eighteen stations in thirteen cities, giving alternative coverage of approximately the same territory. (Five Chicago N. B. C. stations used on either network.) Supplementary groups are Southwestern, seven stations; Southeastern, seven; South-central, seven; Northwest, six; Pacific Orange, five; Pacific Gold, five; Pacific Supplementary, two; Mountain, four; Canadian, two; Honolulu, one; making a total of eighty-five including the above-mentioned new stations.

A glance at the map indicates that these eighty-five stations (while not cover-

\*Points No. 1 and No. 2 are important to national advertisers. Points No. 3 and No. 4, though purely technical, have a bearing on the rates that you pay.

ing all ninety-three cities of 100,000 population and over) do an excellent job of national coverage, counting only the "circulation" within a 100-mile radius of the cities listed.

This is by all means a book worth having even if you have to go through your files and throw out a lot of obsolete stuff to take care of it. It has all the earmarks of one of those works that last because of their absolute utility. Despite the large investment it manifestly entailed, it will do more good than tons of mail promotion matter—because it *will be used*.

Write on your business letterhead to E. P. H. James, National Broadcasting Company, Inc., 711 Fifth Avenue, New York City, or to this column, for your copy.

## Seventy-five Surveys

Seventy-five—count them, (75)—independent surveys made over an eight-year period and based on 180,514 returns—in which fifty-two advertising agents, twenty-three manufacturers, fifteen publishers, thirteen research groups, seven universities, two (believe it or not) newspapers, twenty-two retailers and four miscellaneous organizations cooperated—overwhelmingly prove the *American* "first with all the family." So says a recent Crowell survey.

When one survey proves that a publication is so-and-so, that's fair—but when seventy-five separate and distinct surveys prove the *American's* high standing—ain't that sumpin'? Or words to that effect . . . by the *American* in modest self-praise.

In 1925, for instance, Colgate and Company checked up by 984 personal interviews (out of 1,400 homes called on, in Dixon, Illinois) and found that out of 637 families that had a "family" magazine 137 families read the *American*—while ninety-nine families read the next magazine.

In 1927 the MacManus Agency conducted a survey among 769 women to determine reading preference. The *American* ranked first with 281 readers.

In 1929 the Packard Motor Car Company sent a mail questionnaire to 1,500 Packard owners in twenty cities in the east and south to determine family buying and reading habits. Of these 53.8 per cent admit that the family is an influence in buying a car. Among the magazines read by the family as a whole—the *American* was first with 53.8 per cent.

In 1931 Halsey Stuart sent a mail questionnaire to 5,000 customers for the same purpose. The results showed the *American* second among women responders, and third general magazine among men.

And so on for a total of seventy-five surveys. Most all the surveys showed the *American* up very favorably. Out of these seventy-five, *American* had forty-two firsts, sixteen seconds and eight thirds. An interesting summary—better because of its brevity. Copies available through Crowell Publishing Company, 250 Park Avenue, New York City.



## What's New

¶ Correct pricing, or pricing to the figure that is psychologically correct to capture the market at any particular time, is a subject deserving of more careful study on the part of any manufacturer—particularly those making commodity products designed for mass consumption. For a small shift in the price may mean a big difference in the earnings per share on the annual statement. The leading article this week tells what happened when General Cigar cut the price of White Owl cigars to five cents. Page 10.

¶ There are several unusual twists to the compensation plan successfully employed by the Conover Company, makers of electric dishwashing machines. Through their method the salesman is rewarded for all missionary work he does toward creating a sale.

¶ Ridiculously low retail stocks, combined with lamentably poor retail salesmanship, are killing sales everywhere for the companies whose goods are being asked for. The need for giving the retailer more attention and more effective merchandising helps is clearly brought out in an article 'Is There Too Much 'Chinese' Selling?' Page 14.

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# Sales Management

Vol. XXIX. No. 1

January 2, 1932

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# The Postman Whistles

## Poor Product or Bad Selling?

I was very interested in the paper entitled "The Sales Executive, His Interest and His Influence in Better Product and Package Design," and I am familiar with the changes in accordance with the above topic evidenced in the products of some of the firms listed.

It seems to me that there should be many concerns who might profitably consider changes in their method of selling in addition to, or instead of, assuming that the product itself was the keynote to the betterment of present conditions which are affecting all industries.

I am at present engaged in comparing the merchandising or selling practices of our industry with fundamental principles identified with successful merchandising efforts which have stood the test imposed by conditions prevailing during the past two years, and I find there a more profitable field of activity, although admittedly a more difficult field, than the more or less exact science which exists in the "Better Product and Package Design."

To interject a personal note, after twelve years of selling a product which comes under the heading of "specialties," I am acquainted with the mental attitude of the sales organization which gladly shifts the responsibility—or passes the buck—to the product itself.—*F. T. Hess, Manager, Wood Office Furniture Associates, Inc., New York City.*

(Reader Hess refers to a promotion piece sent out by SALES MANAGEMENT itself, on its new department entitled "Designing to Sell." This piece summarized the results of a questionnaire to executive subscribers showing the widespread interest expressed by them in the product and package design problems to be covered in the new department. SALES MANAGEMENT concurs in Mr. Hess' opinion that the whole burden cannot be placed upon the product—that many general selling plans need complete revision. Many a meritorious product has drowned in a sea of red ink because of unsound or obsolescent sales methods behind it.—THE EDITORS.)

## A Single Page, but Potent!

I have read your sales message "There Is Money in Door Bells." I have tried prior to reading this article to encourage our salesmen to do more of this type of calling on the home owner. From the suggestions given in this article I am sure that the other short but strong ideas for salesmen brought out in previous articles, which I have missed, will be a great help to them. Kindly send twenty copies of each one listed. Check for reprints and my subscription is enclosed.—*E. L. Redden, Sales Manager, Youngs Cornell Utilities, Inc., Great Neck, Long Island.*

("There Is Money in Door Bells" appeared in the issue of December 19. It was a "short, short story" showing that salesmen are overlooking much potential business by not doing more cold canvassing for prospects. Other companies that have used recent single-page features from SALES

MANAGEMENT for mailings to salesmen are: Manchester Biscuit Company, Baker Extract Company, Dugan Brothers, Western Automatic Machine Screw Company, Salem China Company, Second National Bank of Houston; Mosler Safe Company, Estate Stove Company, Textile Manufacturing Company, Lowe Brothers, Becton, Dickinson & Company, Badger Meter Manufacturing Company, Standard Oil Company of Spokane, United Cork Companies, Rankin-Dutney Corporation; Universal Supply Company, Postage Meter Company, Lehman Company of America.—THE EDITORS.)

## Speaking of Private Brands . . .

For some time we have thought that private labels were on the increase. Is that true, and have you any facts on the subject? If the private label business is increasing, then certainly national advertisers need to counteract the tendency in those cities where the tendency is the greatest. Any information you can give us or any articles you can cite, will be highly appreciated.—*F. W. Giesel, Western Manager, Scripps-Howard Newspapers, Chicago.*

(Private labels are undoubtedly increasing. So many requests similar to Mr. Giesel's have come in that we are printing below references to a group of articles printed recently, which deal with various phases of the private brand question:

"The Private Brand—Bombshell or Dud?" By James True. August 9, 1930.

"What We Have Learned about Fighting Private Brands." By L. L. Reading, Sales Manager, Franklin Potteries, Inc. September 6, 1930.

"The Private Brand Avalanche—How Manufacturers Can Meet It," in two parts. By Ralph Williams, President, Williams & Saylor, Inc. September 13 and 20, 1930.

"The Private Brand and Its Load of Dynamite." By Willoughby M. McCormick, President, McCormick & Company. October 4, 1930.

"Some Straight Facts about this Private Brand Issue." By I. Katz, Vice-president, J. Eavenson & Sons, Inc. January 3, 1931.

"Why We Plug Both National and Private Brands." By H. E. Foster, Secretary, Lake Charles Rice Milling Company of Louisiana, Inc. March 7, 1931.)

## Front Page Stuff

In your issue of December 12, in the column entitled "The Postman Whistles," I was very much interested in the letter from James H. Warburton, in which he very highly praised the "Plus Signs" column that you run in each issue. I most heartily agree with him and feel that this information should be given to the Associated Press or The United Press each week for publication in every newspaper in the country. The press in this country most certainly has had a way of featuring destructive news during this depression

period. I sincerely hope that it will be possible to be able to read "Plus Signs" on the front page of every newspaper in this country within the next few months.—*G. R. Ames, Field Manager, Henry L. Doherty & Company, Milwaukee, Wisconsin.*

("Plus Signs" is one of the most popular departments SALES MANAGEMENT has ever offered its readers. Dozens of individual companies, trade associations and other organizations are now making use of the material in their direct mail pieces. One among many is The Akron Life Underwriters' Association, whose secretary writes: "I intend to use 'Plus Signs' in future issues of 'Life Notes' unless you do not care to have them so used.")

## Parade of the Profit-Makers

For the past year I have been an interested reader of your publication and recall having read, from time to time, articles showing the manner in which various firms have increased their volume of business or profits over preceding years, despite the so-called depression.

We are compiling a review of these articles for our files, and would appreciate it if you could furnish us with the publication dates and titles of what you consider to be five or six of the most outstanding accounts of this nature which have appeared in your magazine during the past twelve months. We are particularly desirous of obtaining information on any articles showing the manner in which increased advertising appropriations, redoubled sales effort, etc., have increased profits and volume of business for various firms.—*Paul Holmes, Barron G. Collier, Inc., New York.*

(Articles of the kind asked for by Mr. Holmes were:

"Is Any Business Worth Any More than Its Sales Plan?" (All State Life Insurance Company.) By A. R. Hahn. September 26, 1931.

"Perfect Circle's All-Time Sales Record—How It Was Made." An interview with Lothair Teetor, Vice-President, Perfect Circle Company. October 31, 1931.

"Refrigeration Sets a Pace to Challenge Other Industries." August 8, 1931.

"How One Sales Executive Is Putting Fight into the Hearts of His Men." (Marietta Chair Company.) By A. R. Hahn. September 12, 1931.

"Sales Ideas that Turned Our Capital 18 Times Last Year." Interview with Pannill Martin, President, Cloverdale Spring Company. October 17, 1931.

"Here's Another Sales Plan that Knows no Depression." (Noxzema Chemical Company.) By James True. October 24, 1931.

"The Viscose Company Develops a Plan for Selling Quality instead of Price." October 3, 1931.

"It's a Good Year," Says Mr. Cord, Proving it With Balance Sheets." By Lester B. Colby. October 31, 1931.)

Please send us 100 reprints of the article headed "The Lesson of the Dead Line." We are using this series of articles in our weekly meetings, and have found them to be a great inspiration to our men.—*Earl H. Maloney, Advertising Manager, Journal-Transcript, Peoria, Illinois.*



# Significant Trends

*As seen by the editors of Sales Management for the week ending January 2, 1932:*

• • • Trade reports on holiday sales are fairly encouraging on the whole though lacking in definiteness. Physical volume seems to have equaled last year's in many cases but dollar receipts were lower owing to reduced prices and the prevailing trend to purchases of low-priced goods.

• • • Dr. Julius Klein, assistant Secretary of Commerce, says that a canvass of 1,400 leading department stores showed a Christmas season quantity volume equal to 95 per cent of that of 1930 but only 81 per cent in value.

• • • Many stores began to announce January sales the day after Christmas, making sensational price cuts the leading attraction.

• • • An unusually optimistic forecast comes from W. O. O'Neil, president of General Tire and Rubber. He says he expects a decided improvement in business conditions during 1932, due to accumulation of unsatisfied consumer needs, better goods in many lines, and deflation of commodity prices to a level which must discourage waiting for ultimate bargains.

• • • Automobile production made an exceptional gain in the week ended December 26, the adjusted index figure advancing more than 20 per cent over that of the week before.

• • • Rochester, New York, believes it is curing hard times as far as its own community is concerned by getting the dollars of its residents to work. A group of industrial leaders sent out 1,550 volunteers to canvass every business man and householder in Monroe County for pledges to undertake at once additions, repairs and retail purchases which would otherwise have been deferred.

• • • The result of a ten-day drive was a sheaf of pledges calling for the disbursement of \$6,026,351, three times the goal set, besides the stirring up of a hopeful feeling and enthusiasm from which even better things are expected.

• • • Retail store inventories are believed by trade authorities to have reached the lowest point attained for some years and to be freer from old goods than at any time in the last decade.

• • • Average commodity prices receded a trifle last week, the Irving Fisher index number going down to 66.7 compared with 67.1 the previous week. In Great Britain also the week was marked by a further fractional commodity price decline.

• • • The weekly index number of general business activity receded very slightly in the week ended December 19, losses in most of the categories having been offset by a sharp gain in the adjusted figure for automobile production and a trifling rise in cotton cloth production.

• • • A revised wholesale price index number to be published weekly as well as monthly will be put out this month by the Department of Labor. The new index will reflect prices of 784 items, 234 more than have been used hitherto, the additions being mainly from fully manufactured or so-called consumer goods.

• • • The downward swing in the cost of living continued in October, the National Conference Board reports, the index having reached 84.9 compared with 85.7 in September and 100 in 1923.

• • • Firestone Tire and Rubber reported net profits of \$6,028,630 on sales of \$113,797,282 in the year ended October 31, compared with \$1,041,034 earned on sales of \$120,015,664 the year before—a remarkable showing, all things considered.

• • • More than half the money spent by the consumer of goods is absorbed by the cost of distribution, says Professor E. D. McGarry, University of Buffalo, in announcing an intensive study of market problems at the meeting in Washington this week of the American Economic Association.

• • • New railroad freight schedules go into effect on January 4. They provide for an increase in railroad revenues of something more than 3 per cent on the estimated volume of last year. The weaker lines will be the chief beneficiaries. Their need of funds to meet fixed charges will be met by the newly created Railroad Credit Corporation which will distribute loans from a pool supplied by gains from the new rates.

• • • "If the business outlook depended entirely upon conditions at home, it is conceivable that the possibilities for the early future might be regarded as fairly favorable," says the Guaranty Trust Company in its currently monthly circular, adding, "At present, however, it appears that European conditions will continue to present serious obstacles to business recovery in the early part of 1932."

• • • Radio broadcasting stations have been admonished by the Federal Radio Commission to consider seriously the problems of advertising on their programs and to study the code of ethics promulgated by the National Association with a view to cleaning house, as a means of averting official action to that end.

• • • The radio code discourages advertising which is grossly exaggerated, false or deceptive, and derogatory statements except where the law provides that the station has no right of censorship. Many stations now tolerate disregard of these canons.

• • • Direct buying from manufacturers is credited with 70 per cent of chain store stocks, the Federal Trade Commission tells the Senate. Less than 14 per cent of the chains manufacture goods themselves and the commodities this small number makes account for only 7 per cent of all chain store commodities.

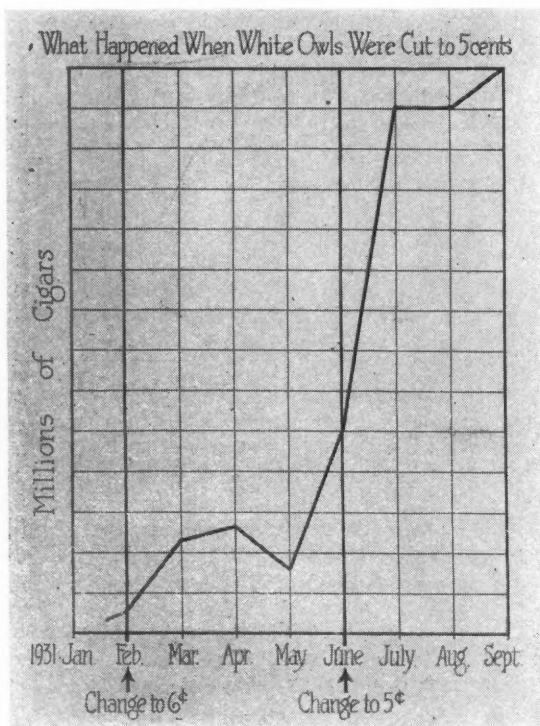
Based on an interview  
by A. R. Hahn with

WILLIAM BEST

Vice-President, General Cigar Company, Inc.,  
New York City



## What Price Will Bring the Most Profit?



**“W**HAT a whale of a difference a few cents makes!”  
Or even one cent.

In the first three full calendar months after General Cigar Company reduced the price of White Owl cigars (their line “leader”) from six cents to five cents, they sold 56 per cent of the total number of cigars of that brand sold during the entire year of 1930. Earnings for the third quarter (the three months referred to) climbed to \$1.60 a share against

A cut of one cent in the price of White Owl cigars opened a vast new market for General Cigar. Millions paid a nickel who couldn’t “see” the product at six cents. Volume doubled. So did profits. Which suggests that no matter what your line, you must, if you want mass patronage, price your product at what the often illogical consumer wants to pay.

\$1.54 a share for 1930, after having fallen considerably below last year’s level for the first two quarters this year.\*

General Cigar’s experience is a striking example of the importance of pricing at a level which is psychologically correct in that it matches up with what the great bulk of consumers prefer to pay, or expect to pay, at a given time. It also suggests that in establishing a price level, every manufacturer, no matter what his line, must do a large amount of “figuring backwards.” He must determine

\*Earnings for the first quarter of 1931 were \$.75 a share against \$1.07 for last year’s comparable period; second quarter, \$.81 against \$1.52.

what are the popular price levels in the market, then seek to match these levels with a manufacturing-plus-sales-and-overhead cost which will enable him to sell profitably at that price. To argue that “a minute differential on the retail price can’t possibly materially affect the total sales” is to overlook what is certainly one of the most important intangibles in selling—the fact that mass consumers have single-track minds about prices, and that to deviate ever so slightly from the figure these consumers expect to pay is almost surely to lose part—and sometimes a large part—of the potential market for a product or a service which logically belongs to you. The fact is that a difference of a few cents—or a few dollars—on the selling price may mean the difference between a mass volume that returns a fair





profit and a limited volume that will not make dividend requirements.

During 1930 White Owl cigars sold at a list price of seven cents. (They had been as high as ten in what Mr. Cantor would call the "palmy days.") Volume fell off as money grew tighter. In February, 1931, the management decided to reduce the price to six cents—a cut of 16 2-3 per cent on the cost to the consumer.

In response to this cut, sales attained some little buoyancy—in fact, March recorded a 27 per cent increase over February, although this change is not as significant as it might sound, due to the fact that February is always a poor month in the cigar industry. April gained only very slightly over March. Then May fell back. Apparently the public didn't think a six-cent cigar was any better than a five-cent one—at any rate they didn't register much appreciation of the cut from seven to six cents. Six cents was still an "odd" price.

"We deliberated very carefully over cutting to five cents," Mr. William Best, vice-president in charge of sales for the company, told SALES MANAGEMENT. "To sell White Owls for five cents would mean a big cut in the profit. A cut in the quality to meet the lower price was never even considered. We believe that the widespread sacrifice of quality to meet lower prices which is going on in so many industries is sheer commercial suicide, and there is bound to be a sharp and very painful reaction to sales policies framed on that basis. We figured that we would have to sell at least twice as many White Owls at five cents, in order to make a fair profit. Last year we sold 205,900,000 cigars of this brand. Could we sell more than four hundred million at the new price?"

Other factors in the situation were weighed. Hadn't the majority of the men who had resolved to economize dropped from a ten-cent cigar to a five-cent one? After years during

which the nickel was good for practically nothing but a Baby Ruth bar or a subway fare, hadn't that coin come into a reincarnation in which it threatened to reach new heights of popularity? Wouldn't a five-cent price on White Owl (never before sold at this figure), which was known among smokers as a quality cigar, make the buy at that price seem an unusually good value? The answer was in the affirmative—and right.

On June 15 the price of White Owl was reduced to a nickel. For three weeks before the change was made the salesmen had been checking stocks of dealers and distributors, and concentrating every effort on attaining as wide a distribution as possible before the initial announcement. Special attention was given to getting the product out on the counter, because the prime argument for the dealers to push White Owls was based on very rapid turnover.

Outdoor boards for which the company had contracted for William Penn advertising were switched over to White Owl, and a smashing nationwide announcement involving the widespread use of newspapers in metropolitan centers, an all-star radio program, direct mail announcements to dealers, and other types of advertising, coordinated to give the price-cut dominating publicity.

The company didn't have to wait long to learn that their policy was right. June sales were 48 per cent ahead of May. July was 70 per cent ahead of June. August equaled July. September gained something like 2,500,000 cigars over August. In other words, the more than twice as much volume is already assured, and earnings are reflecting the efficiency of the new policy.

It is especially interesting to note that the price cut between seven and six cents was exactly the same in amount—one cent—as the cut between six and five. The first cut pushed volume ahead only slightly—but the

What General Motors is to the automobile industry, and General Electric to the power field, General Cigar is to its industry. Largest of all cigar companies in the country, it startled friend and foe alike by a change of policy which resulted in a five-months' sales figure which eclipsed total volume for all of last year on its White Owl brand. General Cigar, in addition to White Owl, has two other nationally sold brands: Robert Burns and William Penn. Van Dyke has semi-national distribution, selling largely on the west coast and in the middle states. Fifth member of the General family is Laddies, "short smokes" neither widely publicized nor aggressively pushed.

second tapped a vast new stratum of consumers and unleashed a demand which outran even the most sanguine expectations and hopes of the management.

On December 6 General Cigar followed up the initial campaign which had launched the lower-priced White Owl, with a "smash" consisting of full pages in color in newspapers in twenty metropolitan centers. The "Front Page News" copy idea, which had attracted unusual attention in the country-wide poster showings, was utilized again. "It was the most effective single piece of advertising we ever did," said Mr. Best in commenting on it. Cities in which this advertising appeared were: Chicago, Des Moines, Sioux City, Detroit, Minneapolis, Kansas City, Omaha, Long Beach, Oakland, Denver, Portland, Seattle, Los Angeles, Dallas, Fort Worth, New Orleans, Washington, Baltimore, Buffalo and Syracuse.

In addition to the color pages, space was used in 327 papers in black and white.

### Flintkote Moves to N. Y.

NEW YORK—Following the example of Shell Eastern Petroleum Products, Inc., the Flintkote Company has moved its headquarters from Boston to New York. Offices will be at 100 East Forty-second street. Flintkote, one of the largest manufacturers of asphalt roofings and allied products, is an affiliate of Shell Union Oil Corporation, controlled by the British Royal Dutch-Shell interests.

### Willys Expands in Britain

WOLVERHAMPTON, ENGLAND—Willys Overland Crossley, Ltd., British subsidiary of Willys-Overland Company, of Toledo, has acquired the good will and stock-in-trade of A. J. Stevens & Company (1914) of Wolverhampton, maker of A. J. S. cars. Willys already makes the Manchester truck, a 100 per cent British product, and is taking this step further to intrench itself in the highly protected British motor industry.

## WHAT SHOULD BE INCLUDED IN A SALES MANUAL ?

(Questionnaire Answered by 400 J-M Executives and Salesmen)

	Per Cent Answering "Yes"	Per Cent "No"
Weights and sizes of commodities	99%	1%
What the commodity is made of	97%	3%
Method of application	95%	5%
How the commodity is manufactured	80%	20%
What the commodity looks like	80%	20%
Installation photographs	80%	20%
→ Actual results obtained by customers	79%	21%
An index of advertising literature	75%	25%
List of installations	75%	25%
Brief history of Johns-Manville	69%	31%
Answers to common objections from prospects	57%	43%
Standard sales talks for major lines	50%	50%
→ Testimonial letters	41%	59%
Combine Sales Manual and Price Book	41%	59%
Maximum weight of Sales Manual:		
5 lbs. - 36% of the replies	8 lbs. - 13% of the replies	
10 lbs. - 28% " " "	6 lbs. - 11% " " "	
No limit - 2% " " "	Misc. - 10% " " "	

# Johns-Manville's Men Build Their Own Sales Manual

BY H. L. RUSCH AND K. R. DYKE

*Johns-Manville Corporation, New York City*

**T**O some salesmen in this land of gigantic sales organizations a sales manual is a Bible, an encyclopædia, a tool chest, a display window, and what have you, but to a great many it is only so much extra ballast which the house insists he carry. Convinced that a sales manual can be made a real asset rather than just so much excess cargo, the Johns-Manville Corporation set out to build a new one which would really be welcomed by all their sales representatives. Since an entirely new manual was necessary, an excellent opportunity presented itself to incorporate many new ideas and suggestions.

Applying the modern market research idea to the development of such a tool as a sales manual, it was de-

cided that the salesmen themselves could best tell what the new book ought to be like. The information was obtained via a "yes" and "no" questionnaire—all on one page—which was sent to the entire sales organization. The replies, which when summarized gave a very interesting consensus of opinion regarding such items as testimonial letters, canned sales talks, maximum weight of a sales manual, etc., are presented in this article. They will interest many sales executives.

In preparing the questionnaire the first thought was to make it easy to answer. While this matter of simplicity is a requirement of all questionnaires, it was especially important in this instance because the salesmen were being burdened with an unusual

number of bulletins and letters at the time the sales manual information was wanted. All of the questions were put on one eight and one-half by eleven-inch page, and, with one exception, the only thing the men had to do was to place a check in the "yes" or "no" columns.

In preparing and listing the questions we had no preconceived ideas of the answers we wanted. (It is always easy enough to frame a question in such a way that many of the replies will be the kind one desires to receive.) The questionnaire sent to the men was accompanied by an executive bulletin which explained the purpose of the questionnaire and asked the men for their hearty cooperation. They responded promptly and completely because they were all keenly interested in getting a new sales manual. A total of 437 replies were received, which represented about 90 per cent of the entire sales force.

Printed here is a chart which shows a summary of all the replies listed in the order of the greatest number of "yes" votes. A brief study of this table brings out some very interesting facts. Weights and sizes of commodities led the list, of course, because such details can't be memorized by the salesmen and they must have this information at their finger tips at all times when quoting prices to prospective customers.

An extremely interesting and valuable fact was brought out by the question on "Actual results obtained by the customer with our products" and the one on "testimonial letters." The purpose of a testimonial letter is essentially to give the "results obtained with the product" by the customer. However, if the attitude of the J-M sales organization is any criterion, testimonial letters, as such, have a very bad reputation. A total of 79 per cent of the replies asked for "actual results" whereas only 41 per cent wanted testimonial letters; 59 per cent said they did *not* want the latter in the sales manual.

The question of canned sales talks is one which will cause a fight in almost any meeting of sales executives. The J-M Sales Organization was divided exactly fifty-fifty on this question. Half of the men wanted standard sales talks for the major lines of products and half of them didn't. Up to the present time we haven't adopted any. While the men were evenly divided on this question, it is again very interesting to note that 57 per cent voted for standard or "canned" answers to common objections made by prospects.

Sixty-nine per cent asked for insti-



tutional information, such as a brief history of Johns-Manville; 31 per cent did not want it.

It is interesting to note that 80 per cent of the men asked for "Installation Photographs" whereas only 75 per cent included a "List of Installations." (By installation is meant a job in a customer's plant or home where a J-M product is used.) This difference proves the value of photographs compared with a mere listing of the job, a principle which was proved by the tabloid newspapers long ago.

Another question which many sales executives have to decide is whether the price book and the sales manual should be combined. There are many points pro and con. If the two are not combined it means that a second book must be carried. If they are combined, a salesman cannot be quite as free in displaying his manual to customers and prospective customers. This questionnaire settled the matter for Johns-Manville — 41 per cent wanted the two books combined and 59 per cent did not. Consequently we are continuing with two separate volumes, both of about the same general dimensions and weight, and they are working out very well. The point had been argued for quite a long time. Price book pages are changed much more frequently than are sales manual sheets, which is another point in favor of two separate books.

The last question in the questionnaire was in reference to the weight of the sales manual. In this instance the opinion of the men as regards the maximum practical weight was sought. A maximum weight of five pounds was specified by 36 per cent of the men, whereas 28 per cent set the maximum at ten pounds. Some voted for six, seven and eight pounds maximums, and it is very interesting to note that 2 per cent of the replies specified that there should be no limit to the weight of a sales manual. (Someone has said—"Those are the fellows who ride around in fine limousines with chauffeurs to carry their kits.")

Of the 437 replies to the questionnaire, over 75 per cent came from the following five major groups in the Johns-Manville sales organization. These groups, with the number of replies from each, are as follows:

- (1) Executive Sales Staff, 54 replies
- (2) Sales Supervisors at the head of sales offices . . . . . 49 replies
- (3) Industrial Salesmen . . 96 replies
- (4) Merchandising Salesmen . . . . . 59 replies
- (5) General Salesmen . . 81 replies

The chart and the preceding discussion apply to the summary of the entire 437 replies. The replies from each of the above five groups were segregated and summarized in the order of the choice of items, and this analysis also brings out some interesting points. The variations of the individual groups are not far from the general summary of the results, but a few differences warrant comment.

Group one placed "actual results obtained by customers" in fourth place rather than in seventh, where it is for the general summary. Installation photographs were raised one notch by this group and also by the sales supervisors' group. The industrial salesmen advanced "actual results obtained by customers" a bit, and were still more opposed to testimonial letters than in-

cluded in the summary of all 437 replies. A total of 61 per cent of the industrial men voted against testimonial letters, but 81 per cent wanted "actual results obtained by customers" in the sales manual.

The "general" and merchandising men were the ones who specified "no limit" on the weight of the sales manual and the reason for this is quite obvious. Most of these men travel over large areas, sell a large line of products, and therefore all of them have cars. Hence their vote of "no limit."

In designing and building up the new sales manual all major decisions were based on the results obtained with the questionnaire wherever it was at all possible to abide by the wishes of the men.

## Circus Ballyhoo and Civic Pride Motivated this World's Championship in Selling

NOT long ago Fred Weichmann of Wausau, Wisconsin, was bitten by the beat-the-record bug and made up his mind to outsell the existing world's record of 271 insurance applications in thirty days.

Mr. Weichmann is one of the crack agents in the New York Life Insurance Company set-up.

The first step in his campaign was that of enlisting the whole town of Wausau in the accomplishment of the feat through a series of circus ads. Weichmann's triumph would be their triumph—let's all rally to the cause.

And did it work? Here's how.

Newspapers and billboards were selected as media that lent themselves particularly well to such a campaign.

It was prefaced by a series of small space advertisements placed in the local daily, which gently but firmly reminded folks of the many advantages of life insurance. A string of teaser ads were run at the same time, of which the following is typical:

"Bobbie Jones Shattered All Golfing Records With His Scintillating Performance of 1930, Bringing Everlasting Fame to Atlanta, Ga.

"A Wausau Man Will Shortly Attempt to Establish a New *World's Record* in His Chosen Line, Thereby Giving National Renown to This City, County and State.

"Watch for Details in This Paper Next Tuesday!"

Two days before he actually got down to aggressively signing up business, a full page gave facts and figures about the New York Life—a prestige-builder, of course. The day immediately before the gold-star month a

double-spread across two pages announced the opening of the campaign.

A personal letter over Mr. Weichmann's signature explained the drive, something about the company's policies, etc. A footnote added: "Call my office any time up to 10 p.m. during this month. Leave word if I am not in. After these hours call my home—5943—and I'll see you at any time you say."

The copy got attention. People knew what to expect when they saw Fred Weichmann coming. All he wanted was an application, large or small, and he generally got it.

Eight posters in three colors and full twenty-four sheet size kept interest at white heat.

From the opening day to the very close of the campaign there was no letup in advertising. The closing days of the rally were like a six-day bicycle race.

The copy kept the public informed of the progress Fred was making.

"All Former Records Will Take It On the Chin Before Fred Is Through!"

"Hot Dog—It's Going Good!"

"Only Two Days . . . Act Now! . . . There's Not a Minute to Lose. . . ."

Well, 281 people applied for life insurance—and the record was broken! The final flourish was a page printed the day following the end of the month which told the story of the success, thanked the citizens of Wausau, and carried telegrams of congratulations from Thomas A. Buckner, president of the New York Life, Calvin Coolidge, who is a director of the company, and other prominent people.

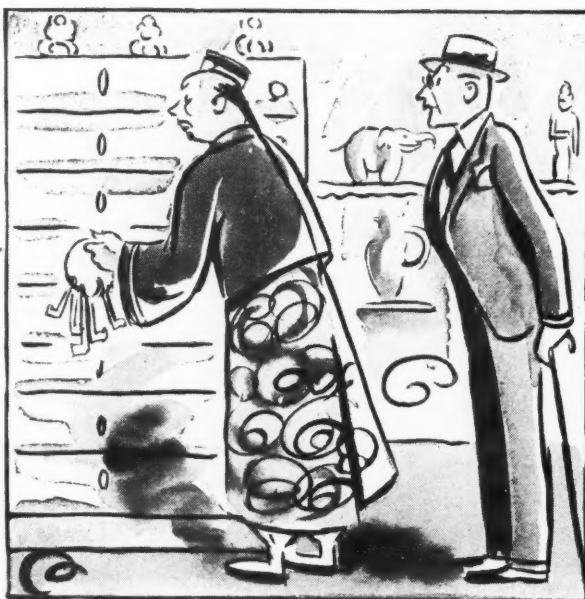
**M**ORE than a year ago the president of a large manufacturing concern made an extended trip calling on the customers of his company. These people sell the large retailers direct, and the president was determined to find out just what was the cause of increasing sales resistance and decreasing volume on his line of nationally advertised goods.

After the trip, in discussing his findings, he summed up his impressions with the remark, "There is too darned much Chinese selling."

Explaining, he said that he had once dropped into a little Chinese shop to buy an article he saw in the window. The Chinese owner refused point-blank to take the item out of the window and proceeded with a large bunch of keys to unlock numerous cabinets in an attempt to find a duplicate. It was a long search, but the Chinaman finally found what the customer wanted. He then put away all the goods he had removed from the cases and locked all the doors before he wrapped up the article and the customer found that it had required about twenty-seven minutes to make one small purchase in the shop.

"This sort of selling is traditional with the Chinese," the president remarked to me. "We expect it and we are not nettled by it; but when we find the same negligent and indifferent attitude in the fine stores of our cities, we may conclude that most of our business disorganization is caused by the selling methods of the retailer."

"I do not know whether the retail salesmen of this country have been demoralized by the depression, or whether their attitude is the result of poor management and depleted stocks. At any rate I found a deplorable amount of indifference and negligence in the stores of our customers and, carrying my investigation further, found that the same sort of retail sell-



The Chinese owner refused point-blank to take the item out of the window, and proceeded with a large bunch of keys to unlock numerous cabinets in an attempt to find a duplicate.

## Is There Too Much "Chinese" Selling?

For many manufacturers the neck of the sales bottle is still the dealer. Under depression conditions the incalculable volume of business lost due to indifferent and unintelligent retailing becomes unbelievably serious.

BY JAMES TRUE

*Cartoons by Emidio Angelo*

ing is common in all classes of stores.

"When I returned last fall I determined to do what I could to overcome this condition. We selected about 800 accounts and began a campaign of educational work directed to the manager or proprietor, intended to remind him frequently of those factors which are essential to profitable retail selling.

"Last December we began hammering away on these accounts. At least every ten days for six months we sent a personally written letter covering the problems of retail merchandising. These letters were not confined to our merchandise, but covered all of the important items sold by the average

store in our line.

"For every one of these accounts we built up an information record, intended to post our correspondents as to the details of each individual business. Every card informed the writer as to the number of clerks employed, the approximate volume done by the store, the nationally advertised brands carried and the like. The records enabled our men to write intelligently and intimately about each individual business and the response was exceedingly gratifying.

"This effort was not primarily intended to sell more of our goods. When our new line was delivered in the spring, we mentioned the most salable items, of course, and suggested their display. But it was not a selling campaign, in the sense of emphasizing the sale of our products. It was an honest attempt to aid the retailer in selling more of everything he carried.

"After six months we checked up and found that our investment in this correspondence was highly profitable. Several thousand accounts who did not receive the letters just about held their own, as far as our goods were concerned. The 800 accounts, which were typical of our en-

tire list, increased their business with us more than 25 per cent. And you may be sure that we immediately laid our plans to extend our educational work to every customer on our books."

The statements of this manufacturer seemed to the writer to be somewhat overdrawn. But during the weeks that have followed the discussion he has made an investigation in several cities and has found many indications that the manufacturer understated the problem. In his own experience he has discovered that good retail selling is the exception rather than the rule and that in most instances the fault can be traced to the manufacturer.

One day last summer, for instance, a sudden shower sent the writer into a



large clothing store for an umbrella. An indifferent salesman told me that the stock was very low and that he did not have the style called for at the price mentioned, but might have it in a week or two. I then selected an umbrella of a higher price, of which there was only one in stock.

Then I remembered that I needed a belt and showed the young man the one I was wearing. Although belts of the kind are staple there was only one in my size remaining and it was considerably shopworn.

A short while later, at luncheon, I mentioned the experience to three friends and was surprised to hear each one relate similar experiences. One said that his wife had attempted to buy a dress the day before and had gone home after searching the stock of two large stores unsuccessfully. Another reported that he had not been able to buy either a hat or a pair of shoes of the kind he wanted in one of the leading stores in town.

A number of similar experiences were related to me during the following weeks. Every man I mentioned the subject to had some complaint to make about the increasing difficulty of buying what he wanted. One man said that he had just dropped into a prominent chain store to buy a package of cigarettes. He waited at the cigar counter for three or four minutes while three clerks, standing in an aisle, argued over some trivial subject. He finally left and made the purchase elsewhere.

In another instance, a friend waited in a hardware store for fifteen minutes while a clerk was putting stock on the shelves. He finally sought out the manager, told him that he wanted to make a purchase and requested that he be formally introduced to one of the clerks.

During the last six months it has been my pleasure to interview eight small manufacturers who are building up their business and increasing their profits, and in every instance they emphasized the necessity of working with retailers and retail clerks to sell their goods profitably. It appears that adequate retail merchandising is just as important to the manufacturer as any other factor in his distribution. And it is evident that a great many manufacturers, in attempting to meet prices, have forgotten the most important phases of their distribution.

My rather superficial investigation showed that more than 100 sales to the men interviewed were lost because the dealers were out of stock. Multiply these experiences and strike an average for the country, and the result would show an amazing loss. And this loss is due in large part to those manufacturers who have failed to see that the retailers are properly stocked on their merchandise.

A most surprising development is the carelessness with which some manufacturers appear to be carrying out their agreement with the consumer. Early last summer a friend bought a panama hat, a nationally advertised brand, paying fifteen dollars for it. Three days later he noticed that perspiration had transferred the dye of the sweat band to the hat, making an unsightly blotch. He took the hat back and waited half an hour for the manager, who told him that such a thing never had occurred before and that, if he insisted, he would give him a new hat. The customer insisted, waited a week for the new hat to be delivered from the factory and then, ten days later, found that the new hat was stained exactly as the old one had been. So he took the last purchase back to the store; but the manager shook his head sadly and said that since they had replaced one hat they could do nothing more. So the customer left the hat in the store, walked across the street and bought a hat of another brand.

Another friend bought three golf balls in the retail store of a prominent sporting goods manufacturer. On the package was a positive guarantee that the balls would not show the marks of the clubs. The customer, at the same time, bought a new set of clubs for his wife, a golf suit and several other items which totaled \$140 or thereabouts. As it happened, most of the order had to be shipped from the factory.

Three or four days later this customer returned the three golf balls, all with unmistakable marks from the

clubs. A clerk informed him that the guarantee no longer held, that it was intended to apply only during the previous season. The customer then demanded to see the manager who confirmed the statement of the clerk.

Then the customer canceled the order he had placed, and told both the manager and his clerk just what he thought of the company. He went to another store, purchased balls of another brand and has since told several of his friends about the treatment he received. When he mentioned the facts to me, he said that he was just vindictive enough to spoil all the business he could for the manufacturer.

At least a dozen instances of experiences just as incomprehensible were related. It appears that the selling effort of the retailer, whether he be an independent or a chain store operator, has fallen into evil ways.

The loss this is causing the manufacturers of the country cannot be estimated accurately, of course, but an investigation of the subject would convince any manufacturer that his failure to keep his retailers properly stocked and his clerks properly instructed regarding the selling of his goods is contributing a large and obvious influence on the depression of business.

## Automatic Transportation Will Expand in East

NEW YORK—C. B. Crockett and R. L. Smith have been appointed eastern general sales agents for the Automatic Transportation Company, Inc., Chicago, maker of electrical industrial trucks, tractors and cranes. Sales and engineering headquarters will be maintained at New York, with district offices at Boston, Hartford, Buffalo, Newark, Philadelphia, Pittsburgh, Washington, Baltimore and Charlotte, North Carolina.

Both Mr. Crockett and Mr. Smith have had wide experience in the materials handling field—the former as executive secretary of the Industrial Truck Association; the latter with the Elwell-Parker Electric Company.

## One-Hand Adding Machine

CHICAGO—Victor Adding Machine Company here is introducing a new line of electric and hand-driven models, which feature complete one-hand control. All principal keys are on the right-hand side.



Every man I mentioned the subject to had some complaint to make about the increasing difficulty of buying what he wanted.



He finally sought out the manager and told him he wanted to make a purchase and requested that he be formally introduced to one of the clerks.

# Tire Makers May Revolt Soon against Mail Order Dominance

(In answer to the question, "What's going to happen to the rubber companies?" SALES MANAGEMENT received this statement from a man who has been very closely in touch with the rubber industry for a period of some years. It summarizes well the situation in the rubber field and makes some interesting predictions about the immediate future.—THE EDITORS.)

**T**HERE is that in the atmosphere at the center of rubber goods production which suggests that the "Big Four" are tired of the profitless conditions that have existed so persistently during recent years. So tired that there now seems to be a strong sentiment toward concerted action in correcting some of the most blatant competitive practices which last year harassed the industry to a net loss of more than \$20,000,000 among five of the larger producers. While this atmospheric element is intangible and elusive, it is none the less evident—enough to move this writer to the honest prediction that equitable and ethical measures will be taken to give somebody besides motorists a fair break in the rubber business.

For one thing, there is that recent utterance of no less an authority than United States Attorney General Mitchell. Talking to a body of law students at the University of Minnesota, he said in substance that, while the government could not declare a moratorium on anti-trust and restraint of trade prosecution, his department was not eager to harass activities equitably designed toward aiding business and relieving acute situations.

This would seem an invitation almost especially designed for the rubber industry. Any sane person, and he does not have to be especially well informed on rubber products, must admit that there would be nothing inequitable or criminal in a movement within the industry which would give employees steady employment, stockholders fair returns and consumers unusual value in tires. As it is, consumers get all the value and security holders and rubber products employees hold the bag. On the basis of a total of 60,000,000 tires for this year (1931), the addition of a \$5.00 note to the tire bill of the average motorist would bring immense relief to the industry and not work any hardship on the motorist.

An average advance of a dollar a tire would produce \$60,000,000. However, such an increase would be applied proportionately so that users

of smaller tires would not have to bear the brunt of the increase because smaller tires are produced in greatest number. An equitable increase in this amount—even half that much—would serve to wipe out losses that are threatened this year and give security holders dividends that have, in many cases, failed to materialize, and in other cases have been reduced. Also, it would insure thousands of employees steady employment, thereby benefiting all industry and business.

The question naturally arises: Then, why don't the big men in the industry remedy this situation, if it can be done equitably, and they have been invited by highest authority to do so? Aren't they wise enough to see that they cannot continue this mad career of cut-throat competition and be fair to their stockholders and employees? Are they trying to commit industrial suicide?

To answer the first question is merely to repeat what was said at the beginning of this article. There is that belief that the rubber industry will proceed with internal adjustment. But it will take time. The tangle was not produced in a day and it will require many days to unravel it.

Probably the greatest problem confronting the rubber industry is one of sales competition. And not the least of the problems within this great problem is that of sales to and by mail order houses. For several years mail order houses have dominated and dictated tire prices.

From the fact that the two largest and best-known mail-order and chain store firms dictate tire prices—tires are the largest item in the 85 per cent of total production—one does not have to strain much to realize that mail-order distributors dictate dividends and profits through price dictation. And strangest of all the strange factors in the anomaly is the fact that manufacturers continue to sell them tires—the means with which they may continue to dictate prices to manufacturers, thus determining dividends and profits.

Again a question: Can't this ridiculous practice be stopped? If so, how can it be stopped? There's the rub. It's a long, sad story. And it is the longest and most knotted thread in the terrible tangle.

Several years ago, when crude rubber prices hit the toboggan from around a dollar a pound, one large manufacturer found himself loaded

with crude commitments at around eighty-five cents a pound. Inventories of finished goods were heavy and trade was lagging. How to get out from under? He appealed to a big mail-order man from the west.

That man was a shrewd buyer and a hard bargainer. He drove a hard bargain this time. But the manufacturer had to accept. He was trapped. He accepted on terms that allowed him ever so small a profit because of greater volume. It meant lower production costs on tires sold to auto manufacturers and dealers. It was a way out, even if it did mean a huge investment in added equipment.

The mail-order man's business grew apace. Year after year his volume increased until today it is reliably reported that this house furnishes volume production to the manufacturer as high as 22,000 tires a day. That volume is twice the output of two fair-size factories and more than half the total daily output of one of the big manufacturer's largest competitors. Think of the immense investment in equipment necessary to produce those tires. Then think of what losses this manufacturer would have to stand if he relinquished that volume, and you will begin to get a glimmer of why that manufacturer has had to hold on to that contract like the desperate man had to hold to the bear's tail.

His dealer volume is already the largest in the industry. With competition as fierce as it is now, it would be practically impossible for him to distribute that volume through his dealer organization. It would not absorb it under normal conditions.

Then add this to the problem: The mail-order houses would not abandon this immense distribution of tires merely because this one manufacturer refused to make them. They would make them themselves or would drive another hard bargain with another hard-pressed manufacturer—which is to say most any one of the larger manufacturers. Any attempt on the part of the big manufacturer to quit making mail-order tires, and try to distribute that volume through his own organization, would mean to add that volume to production that now has a capacity of 30,000,000 tires a year in excess of normal needs. Normal consumption from all sources is 70,000,000. Total capacity is potentially 100,000,000—and the Big Four could make that total by straining a little.

How, then, you ask, will they overcome this problem? They can and will overcome it by getting together

(Continued on page 27)



# Pot Shots or Planned Offensives in Selling?

BY HERBERT KERKOW

Too many salesmen are relying on feeble jabs at the prospect to produce orders. Too few of them are marshalling facts, figures and evidence into an organized sales talk which has a track and is going somewhere. This is the third of a group of articles in which Sales Management reports on a field survey in which hundreds of routine sales calls were listened to and recorded.\*

A PREVIOUS article in the December 19 issue of SALES MANAGEMENT told of the performance of salesmen in different lines of business while calling on the purchasing agents of an oil company in New York City. This article takes a peep at the comparative working methods of salesmen who are in the same line, each trying for the same order. While the previous article told about salesmen who made their calls *without* the specific request of the buyer, this article deals with thirteen sales calls *made at the specific invitation* of the buyer. Also, in contrast to the first study in which some of the products being offered by the companies were not as well known as the others and in which the companies varied greatly in size, this article shows how salesmen selling two high-priced specialties, well merchandised and advertised, react to the buyer.

Seven oil burner salesmen called at the request of the specification writer of an Eastern firm of architects and were listened to by a SALES MANAGEMENT investigator.

As might be expected for a requested call, all oil-burner salesmen came equipped with some literature and visual sales helps. While all used some sales helps in their solicitation, none showed "movies," slides, cutout models of the product's salient or pat-

ented features, unusual photographs or blueprints. While naturally some salesmen were better equipped than others the *totality of all* types of sales helps carried on seven interviews includes only photostats of testimonial letters, bulletins, folders, broadsides, catalogs, charts and blueprints.

Of these seven oil-burner salesmen, two left nothing and the five others left literature or other sales aids of some kind.

This average is far above that of the general run of salesmen as revealed in the study made at an oil company's purchasing office, where it was found that only eight out of thirteen salesmen carried sales helps, and of these eight only four showed or used any,

Firms represented by the salesmen whose selling methods are discussed in this article:

## Oil Burners

Brooklyn Cornell Utilities, Inc.  
Electrol, Inc.  
Williams Oil-O-Matic Heating Corporation  
Petroleum Heat and Power Company  
May Oil Burner Corporation  
Timken-Detroit Company  
Preferred Utilities Company, Inc.

## Kitchen Cabinets

Elgin Stove & Oven Company  
Murphy Door Bed Company  
Wasmuth Endicott Company  
Dykes Lumber Company  
Janes & Kirtland, Inc.  
Excel Metal Cabinet Company

while only two of these four left any with the buyer.

Of the oil-burner salesmen one left a twelve-page bulletin and a four-page folder; another gave the architect a thirty-six page catalog; still another left a four-page bulletin; a fourth presented a broadside; and the last an eight-page catalog. One of the salesmen who left no sales helps was able to interest the architect for only nine minutes, in contrast to the average length of interview of twenty-six minutes, and the hour that one salesman secured to tell his story.

While the lengths of interview varied widely, only one salesman overstayed his welcome, according to the  
(Continued on page 35)

## Do Salesmen Use Sales Helps?

	13 salesmen of general run industrials calling on an oil company:	7 oil burner salesmen calling at request of an architect:	6 kitchen cabinet salesmen calling at request of an architect:
Average length of interview . . . . .	13 minutes— (Longest interview, 37 min.; shortest, 1 min.)	26 minutes— (Longest interview, 60 min.; shortest, 9 min.)	14 minutes— (Longest interview, 26 min.; shortest, 6 min.)
Carried sales helps and literature . . . . .	8 — 62%	7 — 100%	6 — 100%
Used or showed sales helps and literature . . . . .	4 — 31%	7 — 100%	6 — 100%
Left sales helps and literature . . . . .	2 — 15%	5 — 72%	4 — 66%

\*The first two articles, entitled "Failure to Use Sales Tools Kills Many Sales, Survey Shows" and "Survey Shows Crying Need for Better All-around Sales Training," appeared in the issues of December 12 and December 19, respectively.



Is it fair to reward only the man who takes the order, when two or more men have a part in initiating and developing a sale? The Conover Company thinks that it is not. Here's how they operate.

## We Eliminated Split-Credit Squabbles among Salesmen



*Courtesy of "The Home Utilities Salesman"*

**A** COMPENSATION plan for resale workers which we introduced about four years ago and which, with some modifications, has been in effect ever since, has played an important part in maintaining the morale of our organization during this trying period. We operate the resale plan in selected metropolitan areas in selling our portable model dishwashers through the electrical industry.

Our resale workers are employed on basic salary plus commissions and bonuses as follows:

1. Credits are awarded on the basis of one-eighth of a sale for getting a lead,

three-eighths for booking a home demonstration, two-eighths for making a home demonstration and two-eighths for closing a sale.

2. A commission of five dollars is paid on each user sale or its equivalent under the above credit system, provided the resale worker makes three or more sales or their equivalent during the month.

3. Resale workers who make three or more user sales or their equivalent during the first half of the month receive a bonus of \$2.80 on each of these sales made during the first half of the month.

4. Resale workers who make three or more user sales or their equivalent during the second half of the month receive a bonus of \$2.80 on each of these sales made during the second half of the month.

5. All resale workers are assigned individual quotas each month and those who make their quotas receive an additional bonus of \$2.80 on all sales made during the entire month.

6. On all user sales exceeding six made in one month the resale worker receives a straight commission of 20 per cent of the net retail selling price, but no bonuses.

In working out the plan, we figured that the average resale worker receiving a good basic salary, commissions and bonuses, with 20 per cent commission on the seventh sale and over, would have plenty of incentive to put forth the maximum effort.

We realized at the outset, however, that our product—electric dishwashers for home kitchens—had to win wide consumer acceptance, that some would consider it a luxury and that it would have to be sold primarily in better class homes to women doing their own work. Hence we desired high-type salespeople and we knew it would be difficult to secure them on a straight commission basis. We also

knew that there is usually a high rate of turnover in specialty sales organizations where the salesmen are entirely dependent on commissions, and we were anxious to employ workers we could train and hold.

For these reasons we decided to employ our salespeople on basic salary, plus commissions and bonuses. The basic salary was to attract and hold them and the commissions and bonuses were to provide special incentives and rewards.

At first we followed the usual practice of paying a commission only to the one who closed the sale. We soon came to realize that this was not entirely fair to all and that it did not provide the desired incentive for them to perform each of their several functions to the best of their ability.

Our resale workers are of two general classes: those we assign to public utility companies, department stores and selected electrical appliance dealers, and those who are primarily wholesale salesmen but who spend considerable time in training dealers' salesmen and in doing resale work for them. The first group, in turn, is composed of two rather definite classes: those who spend most of their time on the sales floor (usually women), and those who spend all their time outside, making home demonstrations and closing sales (usually men).

These resale workers are all salespeople and as such their functions are to secure leads, book home demonstrations, make home demonstrations and close sales. A woman assigned to the sales floor of a department store or other dealer may perform all four of these functions, but we rather prefer that our outside men make the demonstrations, as they are better able to take machines into the home for demonstration and are especially equipped and trained to make the demonstrations. At the same time an outside man may perform all four functions.

Due to this arrangement it is quite common for two resale workers to take part in making the same sale. Not infrequently three are involved, and sometimes four. One may get the lead, another book the home demonstration and a third make the demonstration and close.

For example, a woman from New York, Philadelphia or Boston becomes interested in the Conover while visiting in Chicago and our resale worker here gets the lead, which we promptly forward to our district manager in the city concerned. After she returns home one of our resale workers in that eastern district follows up the lead, books the home demonstration, makes the demonstration and closes the sale. The resale worker here in Chicago gets credit for one-eighth of the sale for securing the lead and the eastern resale worker gets credit for seven-eighths of the sale for performing the rest of the functions of the sale.

We had been employing resale workers in the home office district only a short while when we began to realize that each should be rewarded for performing any one of the four functions; that it was not fair to give the whole reward to the one who merely closed the sale. We then had a meeting of the Chicago resale workers, discussed the matter fully with them and inaugurated the split-credit plan—starting in an informal way and later perfecting the plan and formally adopting it for all resale districts.

At first we awarded one-fourth credit for each element of the sale, but this was later revised as above. Getting a lead obviously is the easiest, hence the reward is only one-eighth of a sales credit. Booking the home demonstration is by no means the hardest, yet it is often difficult and it is always essential. The one who makes the home demonstration is usually the one who closes the sale and, therefore, most often receives credit for the two elements of demonstrating and closing. Hence we award three-eighths of a credit for booking the home demonstration and a quarter each for making the demonstration and closing the sale.

All such activities are reported by the workers on forms provided for the purpose and they are fully protected everywhere and indefinitely. The resale worker who secures a lead on the store floor makes out a new prospect form in triplicate and retains a copy. The other two copies are mailed to the district manager and the original copy goes into the master file kept in the

district office. The duplicate is forwarded for follow-up to the outside resale worker handling the territory in which the lead happens to be. Reports are made on a daily report form showing progress in developing the prospect's interest and such information is entered on the original copy in the master file. Just as long as the prospect is classed as a live prospect the resale worker securing the lead is protected. When the sale is made we are able to give credit as credit is due.

All credits are payable only on completed transactions.

The original bonus, when we had only one model, was 2 per cent, or \$2.80 on a \$140 sale. Later, when we added other models at higher and lower prices, we made this a flat \$2.80 per sale or its equivalent in fractional sales credits on all sales, provided these exceeded the required minimum. We then discovered that toward the end of each month the resale workers exerted themselves to the utmost to make their demonstrations and close pending sales in order to win this bonus, so we divided the month into two parts and offered a bonus of \$2.80 per sale or its equivalent in fractional sales credits for each half month, provided one's sales totaled three or more for the period. The purpose was to stimulate our workers with two deadlines instead of only one and



BY

R. R. KENNEDY

*Sales Manager,  
The Conover Company,  
Chicago*

thus to encourage sustained effort.

If the resale worker does not win a bonus during either period but his sales for the month total three or more, he receives a commission of five dollars on each sale.

District managers assign their resale workers individual quotas each month, taking into consideration such factors as the worker's length of service, opportunities for contact sales work, and conditions of his resale outlet for store floor work or of his territory for canvassing. One who makes his quota for the whole month receives an additional bonus of \$2.80 per sale. There is thus a fixed quota of three sales for each half month and a variable quota for the month, the bonus for each being \$2.80 per sale.

In every case where the word "sale" is used above it should be understood that its equivalent under the split-credit plan is meant. This split-credit plan naturally results in many fractional sales credits.

When repossessions are made within ninety days, the resale workers' credits are charged back against them. We do not charge back credits on machines returned after ninety days because we feel that such returns are accepted by our resale dealers to maintain customer good will and not because of any failure on the part of the machine to operate satisfactorily or on account of failure of the salesman to make a good sale.

In large cities such as Chicago we have the district divided into territories or sections, with one outside resale worker in each territory—the chief purpose being to save their time by preventing their running all over town. From time to time we think it advisable to canvass a given territory. We could just order the worker in that territory to do a certain amount of canvassing each day and he might do it, but we find it much better to put a crew of resale workers from the district into that territory and let them all canvass for several days. Such a plan inspires team spirit and makes the task much easier and shorter. The resale worker in that territory doesn't object, because all the leads are turned over to him for follow-up and those who assist him don't object because they receive credit for securing the leads. Later the resale worker in that territory will be called upon to assist in canvassing another territory in the same way.

Without the split-credit plan we could not do this.

After four years' experience with this plan we are convinced that it has several excellent features. It enables us to secure better type resale workers and to hold them; it gives them a definite interest in every element of the sale, whether or not they close the sale; it provides the stimulus of semi-monthly as well as monthly quotas; it rewards each one fairly; it gives both us and the resale dealer better control over the salespeople; it serves to promote a spirit of cooperation and it maintains the morale of the organization.

MIDDLETOWN, CONN.—F. B. Sinclair, branch manager at Los Angeles for Russell Manufacturing Company here, maker of Rusco brake lining and other automotive products, has been appointed manager of the factory and plant of the Russell Manufacturing Company, Ltd., at St. Johns, Quebec, Canada.



# "JOBS"

**F**RANK WRIGHT is called "the man with the micrometrical fingers." He is head sorter in the Sanford Mills, Sanford, Maine. Here the finest mohair velvet in all the world is made. An average hair from an Angora goat measures in diameter .00067 of an inch. To you or me every fleece looks just alike. Yet so sensitive and so skilled are Frank Wright's fingers that he sorts fleeces into fourteen different classifications based on size and texture of the hair.

Twice every year government experts come to the mills with micrometers to check his findings. Frank Wright began his work as a youth. Now his head is grayish-white, like the goat hair forever before him. Yet the government micrometers have almost never found any error in the judgment of this man.

Frank Wright always has a job.

Robert Ridgway spent twenty-one years sorting the colors of the rainbow. Finally he separated the spectrum into 4,000 colors and shades. Often he

spent three months or more mixing pigments to get the exact hue he wanted.

Finally he named or numbered every shade he had found. The Ridgway Color Chart is standard in all the industries of all the world. Robert Ridgway was in the employ of the United States Government for sixty-three years.

Robert Ridgway always had a job.

I know a man who makes gold screws so small that they look like dust. Each one has threads and its head is slotted. You can put 20,000 of them in a thimble. They are used to adjust the balance wheel in the finest small watches.

That man is never out of employment.

I know a man who drills microscopic holes in diamonds and rubies. His drill is a metallic filament, finer than cobweb. It is dusted with diamond dust. He twirls it mechanically 36,000 times a minute. Through the holes he makes fine wires are drawn. Else we would have no radio tubes.

That man never stood in a bread-line.

I have a neighbor who breeds yeast. Each morning he puts his millions of yeast spores under a microscope. Painstakingly he hunts and hunts and hunts for one spore that is stronger and better than all the rest. When he finds that one he washes all the others away.

Next day his chosen spore is granddaddy to other millions of descendants. He slowly repeats his task. Day in and day out this process goes on. Once he bred a patrician yeast that gave birth to a new brew and established a dynasty of wealth.

My neighbor always has something to do.

Some years ago, during a depression, a young New Yorker was thrown out of work. Without funds, no job, he put his bride in an open boat and hoisted sail. They started down the Atlantic coast, toward warmer weather.

The young man discovered that the sea held millions of crabs. He discovered that there was no organized method of harvesting and selling them. Today he is crab king.

Life is a sieve. Millions fall through the holes in it. The moral may be this:

"Find thy task and do it with infinite care."



*Frank Wright "found his job"; then trained himself to do it skillfully . . . perfectly.*

BY

LESTER B. COLBY



**KNOW YOUR OWN BODY**


**Your Lungs**

**Y**OU TAKE twelve hundred breaths per hour. You inhale twenty-four thousand gallons of air a day. You have nearly ninety square yards of lung surface. The area of your six million air sacs almost equals a room twelve feet square. The lungs are the landing place for half the germs that enter your system. The blood that in two seconds is purified by good lungs, also keeps the lung tissue sound while circulating through it. Rebuild air cells the germs attack—the tissue building calcium salts you must have are in

**Wheatsworth**  
100% Whole Wheat  
**CEREAL**

Wheatsworth breakfasts are a taste-thrill to look forward to and a health insurance to look back upon. At all grocers.

Made by the Makers of Wheatsworth Graham Crackers and Wheatsworth Self Rising Flour



WHOLE WHEAT — MAN'S BEST FRIEND THROUGH THE AGES

One of a series with strong appeal to love of power, fame and pleasure. Part of a campaign which was notably successful in New York newspapers.

OF all the theories and systems for measuring the power of advertising copy that I have read and heard about, one appears to offer the assurance of unusual practicability. This plan is of value, not only in the creation of effective advertisements of all kinds, but also because it gives the creator of advertising a logical and convincing method of defending his work and preventing the "improvement" of his copy by the man who pays the bills.

Simply stated, here is the "reason why" of the pulling power of advertising. The plan has been worked out through a period of years by F. Romer, of Washington. He has applied it in the creation of a large number of newspaper, magazine and direct-mail campaigns, and, before publication, he has used it to forecast results.

Recently, in discussing the subject, Mr. Romer explained that his plan is based on the simple formula of the principal motives of the human mind that cause response to advertising. He worked out this formula in merchandising vacuum cleaners, instruction courses, player-pianos, radios, manufactured foods and many other products.

"The first necessity," he continued,

"These factors are of equal importance, I think, but let us first consider the love of power. This love is ingrained in the mind of every normal man and woman. We desire power over time and circumstances,

Over three million dollars' worth of property in Rock Creek Park Estates has been sold because of the attention attracted by newspaper advertisements like this. It appeals to love of love and love of power. "We want to be loved for the things we have around us and the appreciation we show for lovable things. Home must represent pleasure and power of security."

# A Yardstick for Copy Appeal


BY STEPHEN ESCOTT

was a standard of technique that would apply to the advertising of all branded merchandise. For some time this seemed difficult; but it was greatly simplified when I began to realize that men and women buy practically everything they use, and all luxury merchandise, because of the prompting of one or all of four major mental or emotional factors.

over space, and over our fellow human beings. This factor is perhaps the greatest prompter of ambition, and it is one of the important causes of the demand for new inventions and all material progress.

"Perhaps a woman should buy a vacuum cleaner because it will do a better cleaning job; but she will buy it quicker and pay more for it if the selling appeal convinces her that it will increase her power over time. Not long ago one of my friends who is an aviation enthusiast told me that he found every flight exhilarating because of the sense of annihilating time and space. Although he flies for business reasons, I am sure he bought his plane more for the satisfaction of

(Continued on page 33)



**A COMMUNITY RETURN TO COLONIAL LIFE**

*The*  
**Colonial Village**

THE romance of Colonial life! Soon you can live it again in The Colonial Village... enjoy pleasant outdoor scenes in landscaped Colonial parkways... space contentedly upon restful tree-shaded lawns bordered by the sylvan beauty of Rock Creek Park... wander lazily along quaint Colonial bypaths... pause for a friendly chat on the village common... visit with congenial neighbors whose homes, like your own, are Colonial.

In all this friend land there will be no other community like The Colonial Village of Rock Creek Park Estates. Composed entirely of reproductions of last-actual Colonial homes and others true in character to the period of the thirteen colonies—encompassed by the wooded charm of Rock Creek Park.

*At this very date the first Colonial dwelling is being erected in The Colonial Village—being a reproduction of the famous Mount Vernon at Yorktown.*

**EDSON W. BRIGGS COMPANY**  
OWNERS

INFORMATION UPON REQUEST

1001 Fifteenth St. at K  
Telephone Nat. 5788

## Frosted Foods Invade New York; to Widen Sale Throughout East

NEW YORK—With Frosted Foods now being sold in 200 stores, chiefly in New England, the Birdseye Packing Company, affiliate of General Foods Corporation, has invaded the New York, Philadelphia and Pittsburgh territories as a step in extending distribution throughout the East. Although John Wanamaker department store in New York City has been handling them since September, Lewis W. Waters, vice-president of General Foods, told this magazine, grocery store outlets in the metropolitan area have just been opened. Eight stores—on Amsterdam avenue, New York City; in East Orange and Glen Rock, New Jersey; Tarrytown and Port Chester, Westchester County; Jackson Heights and Woodside, Long Island, and Greenwich, Connecticut—form the nucleus of the distribution system here.

In the Philadelphia territory five city and four suburban stores have been opened, and in the Pittsburgh, four suburban.

The 200 stores were signed up in the last nine months, following an experimental campaign in Springfield, Massachusetts.

With only about one in every 500 of the 100,000 or more "important" grocery stores in the country now in the Frosted Foods fold, Mr. Waters pointed out that the program is progressing satisfactorily. One hundred different types of meats, fish, vegetables and berries are now available under the process.

In its promotion in the local markets the Birdseye Company is emphasizing four advantages: Convenience, standard quality, cleanliness and elimination of waste (in meat cuts, for example, surplus fat and bone are removed before packing and frosting). "These advantages have been mentioned before," Mr. Waters explained, "but chiefly from the consumer point of view. Consider now what they mean to the dealer.

"He is interested in all these things and he welcomes the opportunity to handle perishable foods in non-perishable forms. Through quick-freezing the retailing of perishable foods and so-called dry groceries is merged into a single function. The manner of selling them is virtually the same—and as simple—as that of selling canned goods or cereals. He needs only a refrigerated display case—usually eight by three by two—and storage cabinet and compressor, in order to carry the

entire line. We recommend the equipment, which the dealer may purchase 'on time' through arrangements made with Commercial Credit Company.

"A large chain organization, with combined grocery stores and meat markets, calculates that gross sales of \$400 a week are necessary to justify operating a meat department.

"A frosted foods dealer, with all equipment costing him about \$1,200, must do about \$45 a week gross business on his present profit margin to cover fixed charges (including interest, depreciation and operation) on his equipment investment over a five-year period.

"The cabinet is serviced by any clerk in the store without increasing personnel, and floor space required is only about twenty-four square feet.

"Retail equipment of this type is developing gross sales of from \$150 to \$500 a week—and more.

"Several merchants now have a complete turnover three times a week, or about 125 times a year—against an average for perishable foods of sixty to eighty.

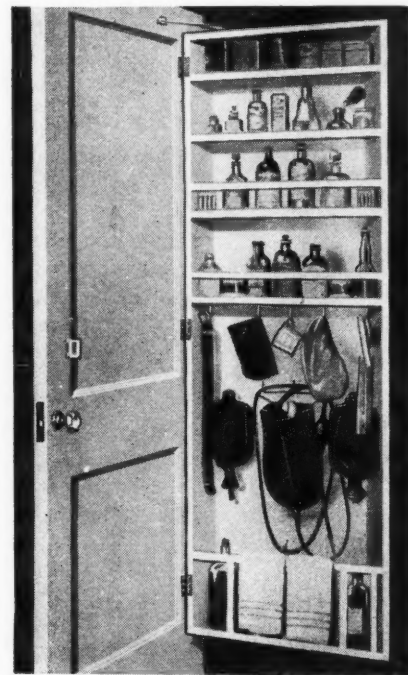
"How can I stay in business and make money in spite of increasing competition?" is a question which confronts every independent retail food dealer. Answering this, Birdseye field men point out that there are only three ways of meeting the problem: By increasing volume, or lowering sales cost, or adding to profit margin.

"Any dealer will agree to this, but his comeback is: 'How can it be done?' "At this point the field man tells him that the Birdseye proposition will do not one or two of these things, but all three.

"Going into detail, he emphasizes the following points as they affect handling meats and other perishables in the Birdseye manner:

1. Fixed, predetermined profit on every sale.
2. More rapid turnover.
3. Greater volume.
4. Lower sales cost.
5. Added volume in other store departments.
6. No loss through spoilage or unsalable waste.
7. Greater ease of handling.
8. Wider range of items in smaller space.
9. Unseasonable items to attract customers twelve months in the year.
10. Prestige and advertising value of Birdseye affiliation."

### Doorways to Demand



The Bathroom Closidor

### Closet-on-Door Draws 100 Leading Stores; Servidor Expands

NEW YORK—Servidor Company continues to find a lot of unexplored possibilities in doors.

Following its success in installing 100,000 Servidors in hotels of this country, the company developed a new product, equally convenient and space-saving, for domestic use—the Closidor. Introduced less than three months ago, it is now being carried by one hundred department, furniture and other stores. Some of them, like McCreery's, of New York; Jordan, Marsh, of Boston; Marshall Field, of Chicago, and J. L. Hudson, of Detroit, are featuring it. It retails at \$15.

Now, through Williams & Saylor, Servidor's merchandising and advertising counsel, the company is getting ready to extend distribution and increase the efficacy of local promotion. A newspaper matrix service, consumer circulars and other direct mail material, window display cards and display suggestions, and a manual of selling points will be sent out to dealers in a few days.

Of all-steel furniture construction and finished in baked ivory enamel, the Closidor is made to fit the various widths of standard doors. At present the company is confining production to two models, for kitchen and bathroom. Both are seventy-one inches high—the bathroom Closidor being three and one-half inches deep; the kitchen, four and one-half.



## Roy H. Faulkner Joins Studebaker; Hoffman Heads Sales Company

SOUTH BEND—The much-rumored "plans" of Roy H. Faulkner, who retired as president of Auburn Automobile Company in November after a notable nine-year record with that company, were revealed this week in the announcement of his appointment as vice-president of Studebaker Sales Corporation of America.

Paul G. Hoffman has been elected president of the Sales Corporation—continuing to act as vice-president of the parent Studebaker Corporation.

Mr. Faulkner joined Auburn as sales manager. Since then he has been director of sales, vice-president and president under the E. L. Cord auspices. His retirement came simultaneously with the announcement that Mr. Cord, president of the Cord Corporation, the holding company, had also resumed the presidency of Auburn.

Mr. Hoffman recently celebrated his twentieth anniversary with the Studebaker organization. He started as a salesman in the company's Los Angeles branch.

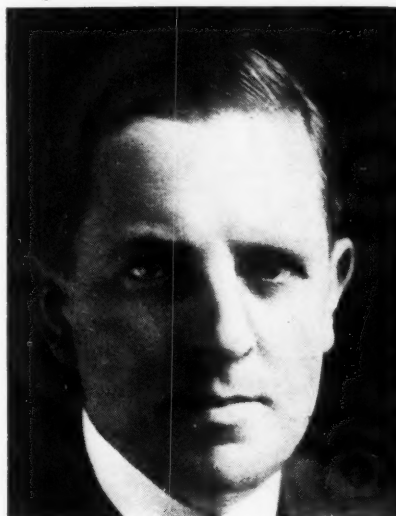
In 1915 he became retail sales manager at Los Angeles and in 1917 manager of the wholesale branch there. After two years in military service he purchased the Studebaker retail business in Los Angeles. In the following six years he developed it to a point where sales were more than 4,000 cars a year. He still has a \$1,000,000 investment in that distributorship. In 1925 Mr. Erskine placed him in charge of sales for Studebaker Corporation.

### Convert



Roy H. Faulkner

### One More Promotion



Paul G. Hoffman

## Mechanical Tinker Toy Would Revive Market

CHICAGO—To combat the waning demand for toys, Toy Tinkers, Inc., will introduce next month the first powered Tinker Toy.

The power is generated by a spring motor, which, when wound, will run for four minutes. C. H. Pajeau, president, announced, and wheels, pulleys and string belts are added to give mechanical animation. A twenty-eight-page folder to suggest a variety of motor toys will go with each set.

The Tinker Toy, Mr. Pajeau pointed out, has become the largest seller in the history of the business—with 15,000,000 in seventeen years.

The depression, which is a result of a decline in sales of about 33 1-3 per cent, however, also has affected his company. "The surviving toys," Mr. Pajeau explained, "are those that educate as well as amuse."

## Appoint Cleary Head of S. P. A. Truck

BUFFALO—James M. Cleary has been appointed president of the Studebaker-Pierce Arrow Truck Corporation, A. R. Erskine, president of the Studebaker Corporation, the parent company, announced this week.

Previously Mr. Cleary was vice-president of the Truck Corporation and domestic sales manager for Studebaker passenger cars. George D. Keller, Studebaker manager of branches, succeeds him as domestic sales manager. S. P. A. Truck Corporation, which entered the commercial car field in 1930, has advanced from nineteenth to seventh place in sales in that division of the industry.

## Doughnuts Minus Hole Intrigue Chicagoans; Pixley Sales Soar

CHICAGO—Life savers are still making progress, because of a hole (SM December 12), and the Pixley & Ehlers chain of eat shops here, specializing in doughnuts, added 17 per cent more customers in 1931 largely because of the lack of it.

But the doughnut also had to have other qualities than a distinctive shape to recommend it.

"This doughnut," explained Boyd Pixley to the investigator from SALES MANAGEMENT, "is made from a recipe handed down in the family of Mrs. Albert J. Pixley. You will note that it is big, sweet, flaky. Each one is hand-made and hand-cut, and we are selling them at a greatly increasing rate each year."

Albert J. Pixley and William Ehlers started the business thirty-two years ago in a little board building with board counters and board tables near Madison and Halsted Streets.

Pixley & Ehlers began specializing in beans. Later other specialties were added: hamburger sandwiches made from round steak—and doughnuts. The company has always operated on a "limited menu" plan. Its slogan is: "Few foods but good; well served."

This year, with the depression at its height, its greatest expansion has occurred. Pixley & Ehlers this year have opened three new downtown places at a cost of \$250,000. One of them, near Madison and State Streets, the so-called "world's busiest corner," represents an investment of \$185,000.

More than 10,000,000 a year are now eating in the thirteen places in the chain. The company employs 500 persons. Recently it split up \$40,000 of its profits as a bonus among its employees.

## United Aircraft Cuts Passenger Fares

CHICAGO—"The most sweeping general reductions ever made in airplane passenger fares" were put into effect this week by United Air Lines, transport division of United Aircraft and Transportation Corporation, on its transcontinental, southwestern, mid-west and western routes.

The principal reductions are on its transcontinental fares, from \$200 to \$160, on the 28-hour service; between New York and Chicago, from \$59.50 to \$47.95, on a seven-hour schedule, and between Chicago and the Pacific Coast, from \$150 to \$115.

## Copper Group Forecasts \$500,000,000 Building Increase This Year

NEW YORK—Building construction totaling \$3,420,000,000 in the United States in 1932 was indicated today from figures compiled by the Copper & Brass Research Association.

This is an increase of more than \$500,000,000 or 17.5 per cent, compared with that of 1931, which amounted to about \$2,909,000,000. The figures are exclusive of public works.

The greatest increase in volume is expected in the Central and Middle Western States. Building construction in this area was well below average during 1931, according to the Association's figures, and a shortage of houses in suburban sections of cities and in many small towns is expected to increase the building total in that territory by \$200,000,000. Increased volume also is expected in New England, the Mid-Atlantic and Southern states and on the Pacific Coast. In the New York area a drop is anticipated in commercial and industrial building, but this should be partially offset by residential construction.

"Residential construction, as usual," the association said, "will lead all other classifications. For the first time in four years it is likely to exceed 50 per cent of the total. Public building, due largely to the government's program, also will increase sharply.

By types of buildings, the Association's estimates for 1932 as compared with the actual figures for 1931 are as follows:

(000,000 omitted)	1931	1932
Commercial .....	\$ 403	\$ 398
Industrial .....	232	225
Educational .....	290	305
Hospitals, etc. ....	142	167
Public Buildings .....	217	287
Religious, etc. ....	68	82
Social, etc. ....	125	121
Hotels .....	51	55
Residential .....	1,381	1,780
	\$2,909	\$3,420

By sections, with the percentage of total:

	1931	1932
1. New England..	276—9.5%	366—10.7%
2. New York area	880—30.2%	889—26.0%
3. Mid-Atlantic ..	308—10.6%	390—11.4%
4. Central States..	168—5.8%	274—8.0%
5. Middle West...	486—16.7%	581—17.0%
6. Northwest ....	108—3.7%	92—2.7%
7. Southern States	338—11.6%	397—11.6%
8. Texas .....	99—3.4%	123—3.6%
9. Rocky Mountain	73—2.5%	65—1.9%
10. Pacific Coast...	173—6.0%	243—7.1%
	\$2,909	\$3,420

## C. K. Woodbridge Resigns

NEW YORK—C. K. Woodbridge has resigned as vice-president in charge of sales of Remington Rand, Inc. A former president of the Dictaphone and Kelvinator corporations, Mr. Woodbridge has also been president of the Advertising Club of America and the Advertising Club of New York.



DeSales Harrison

## DeSales Harrison Becomes Coca-Cola Vice-President

ATLANTA—DeSales Harrison, sales executive of the Coca-Cola Company since 1925, has become vice-president and Southeastern regional manager, with headquarters at New Orleans. Previously Mr. Harrison was divisional manager for the Nunnally Company, and public relations man with the Motion Picture Producers and Distributors of America.

## Frigidaire Salesmen off to Flying Start in 1932

DAYTON—Dealers and salesmen of Frigidaire Corporation got off this week to a flying start for new sales records in 1932.

In a "pace-setting campaign," scheduled for January 1 to 16, the corporation has urged every member of the organization to get his first 1932 order in this period, "thus launching the program for the year in an atmosphere of activity and success."

"Ordinarily, these two weeks comprise about the duller period of the entire refrigeration year," J. J. Nance, head of the Sales Planning Division, pointed out, "not so much because of market resistance as because the salesman is slow in getting under way. By getting our 15,000 dealers and salesmen off early, we feel we shall have accomplished an important objective."

A personal gift suitably inscribed will be offered as an extra reward to each man who sends in an order during this period.

The campaign was announced to the organization through phonograph records mailed to reach dealers the day after New Year's.

## Philco Gets 40 Per Cent of U. S. Radio Volume; Increases Promotion

PHILADELPHIA—Expanding its volume from 10 to 40 per cent of the total radio business in the country in the last three years, Philco Radio Company announced at a meeting of its distributors' organization here this week plans for greater sales and promotional efforts in 1932.

Already the largest user of newspapers among radio advertisers, James M. Skinner, president, told the meeting, the company's promotion in this medium will be "largely increased." Also the "character of the copy will be improved."

"The two biggest things that we have done were to work hard enough despite the depression to outstrip competition and to give a lot of radio for the money. Philco has always protected its distributors, its dealers and the final owners of its sets. We have lowered prices as manufacturing efficiency effected economies and as lower prices of raw material permitted. We never have and never will cut quality to make lower prices possible. We have never dumped surplus stocks nor have we ever foisted obsolete models upon an unsuspecting public. And we never will!"

"As a result of these policies, our sales every month have been larger than the preceding month."

The Philco line for 1932 includes nineteen models of receiving sets.

## George W. Hopkins Dies; Noted Sales Executive

NEW YORK—George W. Hopkins, reporter, lawyer, advertising man and, in the last ten years, one of the best-known American sales executives, died of a cerebral hemorrhage here December 30. He was fifty-nine years old.

Organizer and first president of both the American Society of Sales Executives and of the New York Sales Managers' Club, Mr. Hopkins also had been active in the Advertising Federation of America and the Advertising Club of New York.

After a varied newspaper and law career, he later was vice-president of the Johnson Educator Food Company, of the Loose-Wiles Biscuit Company, American Chicle Company and the Columbia Graphophone Company. He was president of the organization in charge of the development of Coral Gables, Florida. For the last three years he had been a sales counselor here.



## **“without Premiums we would have been out of business”**

*That is what a prominent food products company writes us, having increased its 1931 sales 21% over 1930 by the use of premiums.*

**Whether you are a sales manager or an agency man, you cannot afford to overlook the result-getting power of premiums**



Just another instance of the steady drift toward the use of premiums in building up sales volume surely and economically in the face of present business conditions.

During the month of November, new subscriptions to Novelty News included twenty-two nationally known concerns rated AaA1, leaders in their fields and representing sixteen entirely different lines of business. Some of them have used premiums before—but the interest of most of them is recent.

The right premium plan may be the answer to your own selling problem.

Or if your product itself can be used as a premium, here is a big field which our service can help you reach.

Let us send you our “brief” describing fifteen different ways in which premiums are being used, with examples of each.

# **NOVELTY NEWS**

*and*

## **PREMIUM and SPECIALTY ADVERTISING**

**420 LEXINGTON AVENUE**

**NEW YORK**

***A Coverage of Over 47,000***

## 53 ANA Members Boost Advertising Budgets; Rate Cuts Factor

NEW YORK—Of 174 member companies who replied to a recent poll of the Association of National Advertisers, fifty-three said they would spend more money for advertising in 1932 than in 1931, fifty-seven will repeat 1931 appropriations, and sixty-four will spend less.

"Of these same 174 companies," the association explained today, in making the announcement, "101 stated that the slowness on the part of advertising media in adjusting rates to fit present conditions was the principal cause for having their 1932 appropriations dammed up."

Some of the members damned the publications who dammed their appropriations:

"We are working on a 10 per cent less budget but will increase to previous figure if we can get rate reductions."

"We are placing more space with publishers who have adjusted rates than with those who have not. In some cases the rate situation has forced considerable change in our lists."

"For years we have been a consistent user of magazine and newspaper advertising. We are now making every effort to develop other means of carrying our message to the public which will be more economical."

"The total amount spent in 1932 will be the same as in 1931, but we will spend less in magazines and more in direct mail."

"We are using those publications we think have sound circulation."

"The president of this company is sufficiently interested to lay down a rule that we will buy no space at last year's rate."

"We held off for a while and then reduced our schedules."

"We have cut our publication advertising although our 1932 budget will be 100 per cent larger than in 1931."

"When, oh when, will publishers face the facts; realize what advertising manufacturers are up against and put their rate structure in line?"

"We have dropped expenditures from some of the magazines which refuse to reduce rates and given to some that have seen the trend of the times."

"While our 1932 budget is larger than in 1931, the increase would be greater if rates were lower."

"We are diverting advertising expenditures away from publication advertising to other sales promotion activities."

"We plan to use *only* those publications that have reduced rates."



Clarence Francis

## Moo, Moo! Says Carnation to U. S. Radio Audience

MILWAUKEE—"Contented Cows" are going on the air.

The magazine program of the Carnation Company, Milwaukee, producer of Carnation Milk, will be augmented in 1932 by a nation-wide radio program.

Since early in 1931 the Carnation "Contented Hour" has been broadcast from San Francisco over a NBC Pacific Coast network and the program will be extended beginning January 4 on a nation-wide basis. It will be broadcast from the NBC Chicago studios every Monday night. The Western programs will continue.

## Dead Mailing Lists Cost Advertisers \$325,000

WASHINGTON—Direct-mail advertisers in the United States wasted nearly \$325,000 in the fiscal year of 1931, because they used obsolete mailing lists and failed to use return-address envelopes, the superintendent of dead letters and dead parcel post of the Post Office Department has just pointed out.

In this period there went to the dead letter division 6,450,164 letters containing advertising matter—about one-third of the total number of letters which it received. A much larger amount was lost by advertisers who use third-class postage, it was pointed out, but no separate record is kept of undelivered matter of this type.

## General Foods Promotes Francis and Brownlee as Taylor Retires

NEW YORK—Clarence Francis, vice-president in charge of sales of General Foods Corporation and president of General Foods Sales Company for two and one-half years, has been promoted to executive vice-president of General Foods, with supervision over all departments, C. M. Chester, Jr., president, announced last week.

Since 1929 the corporation has had two executive vice-presidents, Ralph G. Coburn and Edwin E. Taylor. Mr. Coburn will continue as a vice-president under Mr. Francis, and Mr. Taylor will retire.

James F. Brownlee, who has been in charge of sales planning, becomes vice-president in charge of sales and head of the Sales Company, and Carl Whiteman, in charge of sales operations, is now the Sales Company's vice-president in charge of both planning and operation.

Mr. Francis, who has just completed a term as president of the Associated Grocery Manufacturers of America, Inc., has been active in sales capacities in the food industry for many years. He has been with the General Foods organization since 1924.

Mr. Brownlee began his career in 1912 as a specialty salesman with the American Sugar Refining Company, and was general sales manager of that company in 1928, when he left to become president of the Baker Associated Company, a former General Foods selling organization.

Mr. Whiteman "came up" through the Postum Company and was later president of Post Products Company.



James F. Brownlee



## Tire Makers May Revolt Soon against Mail Order Dominance

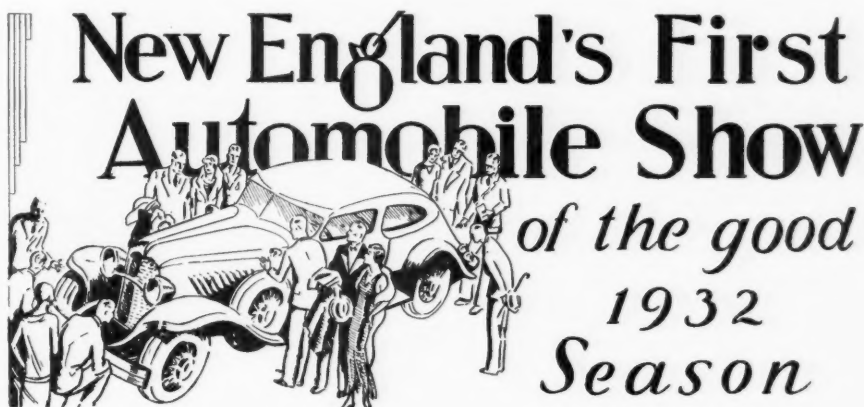
(Continued from page 16)

and refusing to manufacture tires for mail-order houses on a basis that allows them to dictate prices, profits and dividends. Rest assured that no mail-order house is keen on going into the manufacturing end. Fluctuations in crude material which require frequent markdowns in inventories, in both raw and finished goods, are not at all inviting. Henry Ford tried tire manufacturing. He is not exhibiting any great keenness for it right now, nor is he having the best of times in his efforts to produce crude rubber in South America. Furthermore, mail-order houses are not making lots of money selling tires to consumers at prices lower than the average dealer can buy them for from manufacturers.

The law of equity is basic. It is fundamental and is the foundation of all law. It is merely justice, and is the final resort in the absence of adequate statute. Therefore, there can be nothing inequitable in a movement which tends to equalize the lop-sided arrangement in the tire business by which motorists enjoy extravagant economies at the expense of rubber employes and security holders. It is quite evident that losses in the rubber industry from all sources will more than equal the economies gained by motorists through highest quality tires at ridiculously low prices. Manufacturers and distributors will get together and make an equitable adjustment of this situation, or suffer the old and ever active law of equity to adjust it in its slow but inevitable process, quite often most painful.

It's in the atmosphere. Petty differences—and some not so petty—that have existed between prominent manufacturers are being gradually but surely adjusted. Friendships are being promoted and tact is more pronounced. Further than that cannot be said. There are many problems. Starvation prices to manufacturers must be adjusted. And in that connection, it is significant that the manufacturer who has never sold tires to auto manufacturers for original equipment has never missed a dividend, while the manufacturer who has lost most persistently and most heavily during recent years is the leader in recent price reductions to manufacturers. Yes, there is a lot to be done; and this observer believes that this is the eve of its beginning.

CHICAGO—Home offices of the Seaman Paper Company in Chicago have been moved to the Wrigley Building.



# New England's First Automobile Show of the good 1932 Season

**T**HAT the PROVIDENCE AUTOMOBILE SHOW, opening January 16, will inaugurate a good season in this relatively prosperous trade area is more an expectation than a hope.

Sales records in 1931 have been conspicuously good. For the first ten months, new car registrations in Rhode Island were off 12.4% as against 28% for the country as a whole.

Dealer enthusiasm will make this 1932 key Show bigger than ever. Spaces practically sold out a month in advance . . . broader promotion . . . new cars exhibiting (also new accessories and shop equipment) . . . public curiosity at an unusually high pitch . . . attendance should exceed last year's record crowds, representing the densely populous and wealthy section from New London to Cape Cod.

### Newspaper Advertising Essential

**R**HODE ISLAND'S excellent showing in 1931 was accomplished despite sharp curtailment of advertising support. Ten cars showing, as a group, 24.1% gain in sales for the ten months, recorded also a slight increase of lineage in the Journal and Bulletin. A second group, with 23.7% less advertising, managed to hold about even. A third group, with advertising curtailed 35.4%, showed an average loss in sales of 32.8%.

These figures suggest, what volumes of experience have proven, the importance of adequate newspaper advertising for intensive cultivation of such favorable local markets.

The Providence Journal and Bulletin, reaching two out of three English-reading families in Rhode Island, and about 7,000 other families of the automobile-buying classes in the trade area, are the essential media in the Providence market.

### Annual Show Number January 17

**T**HE JOURNAL'S Annual Show Number, Sunday, January 17, is recognized by the local trade and buying public alike as the most important newspaper issue of the year from an automotive standpoint.



CHAS. H. EDDY CO.  
Boston New York Chicago

Representatives:

R. J. BIDWELL CO.  
San Francisco Los Angeles Seattle

## Account Changes

MOTOR WHEEL CORPORATION, Lansing, Michigan, passenger-car and truck, wheels, brake equipment, and other automotive products, automotive division to C. C. Winingham, Inc., Detroit. Campaign for Centrifuse, a new brake drum.

EASTMAN KODAK COMPANY, Rochester, Latin American account to Foreign Advertising & Service Bureau, Inc., New York. (This does not affect the company's advertising now placed through J. Walter Thompson Company's Buenos Aires and Sao Paulo offices.)

MAJESTIC COMPANY, Huntington, Indiana, building specialties and heating equipment, and AMERICAN ZINC INSTITUTE, New York, to Western Advertising Agency, Inc., Chicago and Racine. Magazines, trade papers and direct mail for the former; farm papers, trade papers and direct literature for the latter.

WIL-O-LITE, INC., Chicago, electric display signs, to William H. Rankin Company, there.

GRANITE MANUFACTURERS AND QUARRIERS ASSOCIATION, of Barre, Vermont, to Badger & Browning, Inc., Boston. Tentative program includes consumer and trade paper advertising and activities to assist memorial dealers.

GREAT LAKES TRANSIT CORPORATION, Buffalo, to Addison Vars, Inc., there.

UNITED MUTUAL FIRE INSURANCE COMPANY, Boston, to Street & Finney, Inc., New York. Drug publications.

GIVAUDAN-DELAWANNA, INC., New York, aromatic products, to Hazard Advertising Corporation there.

CALDWELL TRAVEL SERVICE, INC., New York, to Platt-Forbes, Inc., there.

## Canada Dry to Offer Ginger Ale Syrup

NEW YORK—Ginger ale syrup for sale over soda fountains in a five-cent soda mixed drink will be introduced soon by Canada Dry Ginger Ale, Inc., here.

Lower prices and a new large-size bottle sold generally at twenty-five cents were factors in enabling Canada Dry to maintain sales and profits in the fiscal year ended October 1. Recently the company introduced a policy of repaying two cents for each small bottle and five for each large bottle returned.

CLEVELAND—Francis M. Corliss, an engineer in the product division of General Electric Refrigeration department, has just become ice cream cabinet specialist in charge of sales—and incidentally, at thirty years of age, the youngest sales executive in the Cleveland organization.

## Sweeping Sales Barrage Mows Down Prospects for Remington Rand

ST. PAUL—"Get new prospects for a minimum of \$5,000 each month and close a minimum of 20 per cent of them," was the word passed down to salesmen of the St. Paul office of Remington Rand, Inc., last January, accompanied by a detailed plan of operation which has proved of increasing value throughout the year. Here is the plan:

1. Be alert, on the job. Get necessary equipment and set-ups ready before nine o'clock every morning, and do paper work such as dictation at that time.

2. Canvass at least two new firms each day.

3. Keep close watch for all new offices opening. Canvass them immediately.

4. Make complete canvass of territory, checking all business applications for Remington Rand equipment.

5. Secure prospects for new machines and new systems and close them in a reasonable length of time. Get new prospects for a minimum of \$5,000 each month and close a minimum of 20 per cent.

6. Develop one fully worked-out new idea and application each day; present it in a new spot, while it is fresh.

7. Cover your territory with the least amount of lost motion.

8. Get a detailed list of machine equipment and records, their relations, form and use, names of people in charge of these records.

9. Good presentations frequently do not result in sales because presentation is made to *wrong* man.

10. Know *our users* and use them. Never get caught without a sparkling example.

11. Talk the customer's language.

12. Plan each day's work ahead of time. Cut out helter-skelter method of working.

13. Submit more propositions.

14. Call on executives instead of purchasing agents.

15. Carefully analyze reasons for all deals lost.

16. Secure information on business in general. Get a good, general knowledge of complete Remington Rand line.

17. Fill out daily direct mail rap campaigns, lost order reports, prospects' list sheets and call reports; also tips for your fellow salesman in other divisions.

18. Never take it for granted you have an order until you get it signed.

## Gossip

... J. W. SANGER has returned to his former post as vice-president of the Foreign Advertising & Service Bureau, Inc., New York agency. Until recently he was president and general manager of S. S. Koppe & Company, New York, publishers' representative.

... MILLER MUNSON, for the last eleven years advertising manager of The Hoover Company, has become a member of the executive staff of Henri, Hurst & McDonald, Inc., Chicago, advertising agency.

... R. H. BACON, one-time manager of advertising and publicity, and recently sales manager of the Pump Division, Fairbanks, Morse & Company, has established an industrial news and publicity service at 201 North Wells Street, Chicago.

... TOM CHRIS ALLEN, vice-president and account manager of the Rogers-Gano Advertising Agency, Tulsa office, has been appointed director of advertising and public relations for the Marathon Oil Company, refining and marketing division of the Ohio Oil Company, which account he has handled for that agency.

... WILFRED GUNTHER is now an account executive with the Sacks Company, Inc., of New York. He had been with the Periodical Publishing Company, of Grand Rapids, Michigan.

... REED ELLIOTT, who had conducted the Reed Elliott advertising agency of Santa Barbara, California, has become an account executive with the Izzard Company, Seattle advertising agency.

... ROBERT C. DILLON, formerly with the Federal Advertising Agency, and H. GLEN JOCELYN, with Newell-Emmett Company and the Ralph H. Jones Company, have become account executives, and CATHERINE CLEARY, stylist, for the Geyer Company, New York office.

... DONOVAN-ARMSTRONG, Philadelphia, will be located after January 11 in the new Girard Trust Company Building.

... DAVE E. BLOCK has joined the Peck Advertising Agency, Inc., New York, as vice-president and treasurer. He had been vice-president of Redfield-Coupe, Inc., there.

19. Your one big requisite in your territory is *to sell*.

20. Check yourself on these points. Are you doing your job 100 per cent? Read this over at least once every thirty days. It will give you some real food for thought and will help you pull up the slack on those things in which you have become lax. This is a composite campaign plan. You have all contributed. They are your ideas, so let's pull together 100 per cent to establish new records.





## THIS BOOK IS THE PREMISE to a Successful Marketing Campaign

Where are our markets and how intensively are they now sold? Where are the new markets? How much potential business does each market offer? How much advertising should we do . . . and where and how?

Books like the one above give reliable answers to such questions. This book presents a true picture of one advertiser's business, and was the premise on which a successful marketing campaign was founded. Its pages

of laborously compiled figures contain complete, first-hand information about every phase of the product, its sales and its markets.

This book is one of many market studies our Department of Market Research has made for our clients. We believe that a marketing and advertising campaign, like logical reasoning, should be based on a premise of pertinent facts . . . not on hunches or preconceived notions.

### TRACY-LOCKE-DAWSON Serves These Important Advertisers:

Cameron Lumber Company  
Continental Oil Company  
Dr. Pepper Company  
Duncan Coffee Company  
Galveston Community  
Gebhardt Chili Powder Co.  
Hale-Halsell Company  
Holland's Magazine  
Imperial Sugar Company  
Industrial Dallas, Inc.

Interstate Cotton Oil  
Refining Co.  
Katy-Frisco (passenger)  
Lake Charles Rice Milling Co.  
Lone Star Gas Company  
Macklanburg-Duncan Co.  
Mag-Tex Fig Association  
Mistletoe Creameries  
Morning Glory Creameries  
Mrs. Baird's Bakeries

National Cottonseed  
Products Association  
National Rice Association  
Numismatic Company of Texas  
Oklahoma Bakers Association  
Progressive Texans, Inc.  
Safe Milk Institute  
Shary Products Company  
Southland Life Insurance Co.  
Southwest Philco Distributors

Southwest Clay Products  
Institute  
Sutton, Steele & Steele  
Texas Bakers Association  
Texas Certified Cottonseed  
Breeders Association  
Texas Citrus Fruit Growers  
Exchange  
Trinity Portland Cement Co.  
Weldon, Williams & Lick

## TRACY · LOCKE · DAWSON, Inc. A D V E R T I S I N G

MAJESTIC BUILDING  
D A L L A S



NAT. STANDARD BUILDING  
H O U S T O N

MEMBER AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

# Government in Business

BY JAMES TRUE

*Director, Washington Bureau*

WASHINGTON, D. C., December 29.—Again, prohibition repeal is a noisy issue before Congress, and many columns of discussion will reach the newspapers during the present session; but nothing will be done about it. Both wet and dry arguments are reliable vote-getters, depending on the locality appealed to, and all of the bills introduced on the subject, as well as the speeches in Congress, are promoted solely for their effect on the constituents of Senators and Representatives.

Both houses of Congress are dry by a comfortable margin, a margin sufficient to prevent the return of beer and wines for the raising of revenue, relieving unemployment, or for any other reason. It is the consensus of well-informed Washington wets and dries, speaking privately and not for publication, that there is not the slightest chance for the immediate relief of the thirsty. They agree that the winning back of beer and light wines, if successful, will require a long, hard fight. Nevertheless, Congress will make a big fuss over prohibition and both sides claim that the resulting publicity will do much for their cause.

**Radio Advertising** must be improved in quality and reduced in quantity. The recent threat of Congressmen to provide legislation for the censorship of all broadcasting is having its effect. Undoubtedly the Federal Radio Commission has accomplished all it could toward better and briefer advertising ballyhoo; but the law under which it operates gives it very little power over broadcast material. However, it is apparent that the commission does not want to accept the responsibility of censorship, for it has appealed to all radio stations seriously to consider the problem, and has urged them to study and put into practice the code of ethics adopted by the National Association of Broadcasters. The condition furnishes an example of the fact that in all other fields, as well as in radio broadcasting, industries will either govern themselves or the demoralization they create will invite the Government to govern them.

**Fear of Government Regulation** is reducing and softening the clamor for repeal and modification of anti-trust laws. Business men who insisted on such measures are usually amazed when they see their ideas expressed in tentative bills, for the public interest is a necessary factor in every bill that has a chance for passage and legislators express this interest by providing some form of regulation. With one exception, not a single measure yet proposed for the relief of business has included this essential factor in its original draft. The exception is the Gaskill bill for "Price Control in the Public Interest," which would legalize agreements among manufacturers not to sell goods below cost. This measure, soon to be introduced, requires a minimum of supervision, since it provides for the public interest. Legislation allowing trust agreements and combinations would require complete government supervision—a step toward general supervision of industry.

**The National Election** may help general business next year. Contrary to the widespread belief that all national elections have a depressing effect on business, a well-known

Washington newspaper correspondent says that national elections are more helpful than otherwise. He recently checked up the business condition of all of the election years of this country and found that the long-range tendency of elections is to improve business. There have been more good election years than bad, from a business viewpoint, according to his findings and more years where business improved before the elections than where the reverse was true.

**Reports on Chain Distribution** by the Federal Trade Commission are undoubtedly the most complete data records of distribution ever compiled. The three which were delivered to the Senate last week will not be published for some time; but typewritten copies are on file for public inspection and the commission has issued a summary which gives the highlights and a quantity of valuable facts. Although the summary was compiled exclusively for newspapers, we have procured a limited number for distribution to interested readers. Address the Washington Bureau of SALES MANAGEMENT, 1099 National Press Building, Washington, D. C.

**Questions About Government Activities** will be answered in these columns or by mail. Write this bureau and let us know the kind of Washington information you want. Tell us what kind of government facts will aid your business. Send us your business problems and we will ask government officials and experts to help you solve them. This department is published solely for the benefit and interest of all readers.

**Control of Production** in the farming industry is the only solution of the price problem, according to a statement made yesterday by James C. Stone, chairman of the Federal Farm Board. Washington economists are pleased because the board has learned this important fact, although through an experience that cost many millions of dollars, and they say that the lost money will prove to be an excellent investment if the farmer can be educated to believe the truth of the statement. "Stabilization involves selling as well as buying and producers must face this fact," Mr. Stone said. "Many people have thought stabilization means to hold the prices permanently higher than they would otherwise be. This can not be done without control of production."

**A Thing They Do Better in Germany** is the correction of unfair and misleading advertising. The Association of German Toilet Soap and Perfumery Manufacturers brought action against a prominent American soap company, alleging unfair competition and charging the American company with publishing unfair advertising. The association also challenged statements of the advertising made by individuals who were represented to be unbiased experts. The lower court enjoined the American company against repetition of the assertions and the case was appealed. The court of appeals upheld the decision and made further limitations on what the company might publish in its advertisements. The American company was forced to pay all costs of the proceedings and to publish the court's decision at its expense in nineteen newspapers and magazines, using the same amount of space as the original advertisements occupied.



██████████ S. Mgr., A-e  
Electric Refrig. Dept. of ██████████  
██████████ 10/15/32  
Cleveland, Ohio 6897

## He Said "NO" and No It Was

"Oh, so he is a SALES MANAGEMENT subscriber? Well, he's the man who blocked us from getting an appropriation. We had everyone else sold, but he said 'No' and no it was when the schedule came through."

This was the remark made by a prominent publishing executive who asked a SALES MANAGEMENT representative to show him the galley list of Cleveland subscribers.

"Even if you didn't have another subscriber it would pay us to invest \$3,900 a year with you if we could be sure that Mr. (name deleted from stencil above) would read our story as it appeared in your pages. We thought we had the outfit sold, but at least \$25,000 slipped through our fingers because we didn't—and I guess *couldn't*—get to your subscriber, and he spiked us."

SALES MANAGEMENT specializes in reaching the hard-for-representatives-to-see type of executive who in most companies is the "last-word" man on advertising appropriations, sales equipment, product and package design, etc. The aim of SALES MANAGEMENT'S editorial and circulation departments is to reach him *first*.

# Editorials

**ON THE THRESHOLD OF A NEW YEAR:** Reviews of the year just closed do not minimize the injuries suffered, while pronouncements on the outlook for the new year ahead are unusually restrained. Slurring over unpleasant facts has lost the vogue it once enjoyed and prophets are no longer honored in their own or any other country. We prefer now to face things as they are, to welcome favorable signs only when they are unmistakable, to hope for the best and to deal with what is to be done as best we can. . . . This is a sound attitude. It ensures us against fresh disappointments and leaves us free to do our work. It has the advantage, furthermore, of allowing us to prepare for the future on the basis of cold and tested estimates. We know that we have lost a large part of our foreign trade and are not likely to recover it as long as the nations are of a mind to surround themselves with tariff walls and remain uncertain about the war reparations and their currencies. We are proceeding accordingly. American factory branches are being set up in countries that used to buy manufactured goods from us on a large scale, we are seeking new outlets for our surplus goods, we are awaiting a solution of the foreign debt problem patiently and not too pessimistically, and we rejoice that our own dollar is as strong as it ever was. . . . As for the domestic situation, we are aware that buying power has been seriously impaired. We know, too, that as long as prices are abnormally low, profits are not likely to be disturbingly high. But we have lost none of our confidence in America's ability to win its way through difficulties. We are encouraged also by the knowledge that nothing vital to our well-being has been lost—that our natural resources are unimpaired, that our teeming millions have still left enormous capacity for consumption of goods. . . . So we look forward without fear, believing that changes will be for the better and thanking God that we have come through the storm as well as we have. What 1932 has in store none can say. We stand on its threshold chastened by adversity and ready to seize every opportunity for a new advance.

**SALESMANSHIP'S ASCENDANCY:** Recent changes in the personnel of General Foods' organization illustrate rather strikingly the modern trend to emphasize the value of training in salesmanship. The president of the sales company has been made executive vice-president of the central company with supervisory power over all departments. His successor in charge of General Foods' sales organization is a man who has devoted his life to selling goods. The new vice-president of the sales company is a former sales manager of Postum Cereal. All three of these men have come up through the selling

side. They know the grocery business from the dealer's point of view. Their strength lies in their ability to gage the wants of consumers, to estimate their buying power and to understand the buying habits of the people. . . . General Foods' recognition of salescraft as vital to success these days is not new. Postum, the parent company of this great food merger, was distinguished for the attention it gave to sales promotion, and the present management has always been alert and diligent in the field of distribution. The changes just announced are significant mainly because of the demonstration they afford that this policy has been found good and because in a conspicuous way they bring to public attention the extent to which business is concentrating its efforts on merchandising. This does not imply, of course, that the problems of production are being neglected. But it gives point to all that has been said about the need of developing merchandising to a place of leadership. . . . Whether salesmanship is the best apprenticeship to general management may be a debatable question. No one will deny, however, that management which knows little of salesmanship labors under disadvantages which are not likely to be overcome.

**PUBLIC SUPPORT FOR CREDIT:** A feeling of dissatisfaction, more or less general, finds expression in the statement of President Traylor, First National Bank of Chicago, advocating immediate authorization of the proposed Reconstruction Finance Corporation to take the place of the National Credit Corporation. The latter body has undoubtedly failed to meet public expectations. Acting on narrow and very conservative lines, it has done far less to check bank failures and relieve the credit situation than most persons thought it would do, its main usefulness having been demonstrated in the reassuring effect which came from President Hoover's announcement of its creation. . . . The solvent banks have been reluctant to take over the frozen assets of banks that are in difficulties, on the theory that little good can come from merely distributing half a billion dollars' worth of doubtful paper among the strong banks. Apparently they prefer liquidation. As a result, the Credit Corporation has been of little avail in helping weak banks to weather the storm or in expanding credits. The only alternative seems to be the assumption of this responsibility by a Federal body. Whether the Reconstruction Finance Corporation should take over the whole load or limit its assistance to solvent banks is a question of public policy which Congress must determine. Banking judgment mindful of technical principles has not been conspicuously successful in dealing with the emergency. A broader view of the national need is likely to be more in line with popular feeling.



# A Yardstick for Copy Appeal

(Continued from page 21)

power it gives him. And we all strive and struggle for money because of the power it gives over the conditions of human living.

"Love of personal popularity or fame is the second factor. As an example of its application, many thousands of reproducing pianos have been sold, not because the instruments are beautiful and will last indefinitely, but for the reason that the buyers can bask before their friends in the reflected glory of famous musicians. No matter how modest we are, we want to be the center of attraction. There are innumerable articles of merchandise that will aid us in this ambition, and we will make any necessary sacrifice to buy them, if they are presented to us in a manner that appeals to our love of fame.

"A great desire for affection, admiration, love, is also one of the fundamental factors of appeal. Paradoxically, it might be called the love of love, and it is practically universal in the human mind. We all want to be loved for the spiritual elements of mind we manifest. We want our friends to know that we possess the ability to appreciate the esthetic things of life. Material things in a large measure indicate the possession of these spiritual elements, and every year men and women buy many millions of dollars' worth of books, houses, pictures, musical instruments, decorative materials, antiques and many other things, for no other reason than to attract affection through the indications of so-called spiritual self-expression.

"The fourth factor is the fundamental and universal craving for happiness. This desire is related in some measure to, and it frequently dominates, the motive of practically all our activities. Obviously it has a direct control over the purchase of many things, and a moment's thought will indicate the power of that advertising copy which appeals to the reader's craving for happiness."

Because the readers of SALES MANAGEMENT are familiar with the principles of advertising, Mr. Romer did not go into the details of the application of his plan. In the writing of advertising copy of any kind, he advised the writer to keep in mind the four factors of appeal, and to emphasize those which are most applicable according to an analysis of the merchandise.

To attract attention, he advocates good design and unique layout. He

employs two methods of arousing interest. "The things that are most interesting to us," he explained, "are those on which we base the beliefs that motivate our actions. And out of the past we find such beliefs. The experiences of history form our precedents—in law, government, human behavior. Because so and so happened in the past and such and such followed, most of us reason that from similar causes we may expect similar results in the future.

"Therefore, I am convinced that the element of interest can best be attained by selecting interesting examples from the past, and using the logically expected results as inducements for the future. All of us, to some extent, are hero worshippers, and we like to feel that we possess in some measure the elements of greatness, that we have something in common with great men and women.

"We can make our readers feel this relationship of greatness by the use of what I call the two great unknowns—the unknown past and the unknown future. Out of the past we can find many incidents and experiences involving great characters that are unknown to our readers, and reasoning from them we can guide our readers' future activities to the extent that we are successful in writing advertisements.

"For this reason, in my own work I have collected a great many interesting and unfamiliar facts and anecdotes about great men and women, and when these are used to support a selling appeal reader interest is assured. For instance, let us suppose we are advertising something as prosaic as a fence. The facts that our fence is strong, rust-proof, made of the best materials and offers protection are not enough. While these claims are practicable, they are not interesting, and they certainly do not appeal on the basis of the four factors we have been discussing.

"But if we begin our copy by relating that Dr. Johnson, who was a gruff old fellow, counted the pickets on the fences every day, as he went to his work, and that when he found he had made a mistake he had to go back and recount all the pickets in his street, we strike an unusual vein of interest. Then we can develop the same vein to introduce our primary appeals. We have introduced our theme with a famous and intensely interesting character, and it is then a relatively simple matter to build up

our advertisement by appeal to the four factors we have discussed.

"In appealing to the man who buys our fences, the little human interest story gives him a handclasp with a great man. He is interested to know that a famous character would do such a trivial thing. It suggests a certain kinship. You may be sure that he will read all of our copy and that he will be influenced by it to the extent that we appeal to his love of power, desire for fame, hunger for affection, and craving for happiness.

"Americans are inveterate hero worshippers and this fact has a close relation to the development of business. Hero worship for Lindbergh gave aviation a tremendous impulse. Hero worship for Valentinos and Pickfords put movies across. Hero worship for Edison and Ford has done its share to boost interest in electric things and motordom. Hero worship has a primary place in advertising and merchandising; but this fact is not generally recognized.

"In the forecasting of advertising results, I continually work on the basis of these four factors. A piece of goods, let us say, can be made to appeal to two of these factors. The advertising will produce results according to the way these factors are handled in the copy. I have never seen an advertisement in which the elements were built up according to this plan that failed to produce results, and while we cannot forecast to the dollar, we find that if a man becomes skilled in the infinite number of ways in which these factors can be applied, he can predict with reasonable certainty just about what a piece of advertising will produce."

## Sales Executives Plan Los Angeles Meeting

LOS ANGELES—A sales executives' conference will be held at the Biltmore Hotel here January 8, under the direction of the Domestic Trade Department of the Los Angeles Chamber of Commerce and with the support of the Los Angeles Sales Managers' Association.

Speakers will include Dr. Paul W. Ivey, sales counsel; George M. Richardson, president of the National Association of Purchasing Agents; B. J. Williams, sales manager of the Vitrefax Corporation, and George S. Bailey, of the George S. Bailey Hat Company.

## Bryant Adds to Line

CLEVELAND—The Bryant Heating & Manufacturing Company here has taken over the entire sale of the Griswold "two-in-one" gas-fired circulating heater, made by the W. A. Griswold Company of Nashville.

**THE BELVEDERE IN BALTIMORE**, Charles at Chase Street. Faultless service, cuisine of unparalleled excellence and ready access to all railroad and steamship terminals.

Charles H. Consolvo President William J. Quinn, Jr. Managing Director



*The*  
**BELVEDERE**  
*Baltimore Maryland*

## Memo to Advertising Agencies...

Route to: Librarian  
Research Department  
Account Executives  
Space Buyer

**SALES MANAGEMENT** has recently compiled in booklet form the 1930 Newspaper Lineage of 2,203 General and Automotive Advertisers.

This list includes the lineage of all general and automotive (formerly called "national") advertisers using newspapers in three or more of the ninety largest cities in the United States, as recorded by Media Records, Inc.

Price thirty-five cents. Check or stamps with order.

Address  
**SALES MANAGEMENT, Inc.**  
420 Lexington Avenue  
NEW YORK

## Plus Signs

+++ **THE DOLLAR VOLUME** of R. H. Macy and Company's sales on the Saturday before Christmas was reported as \$873,000. This figure was \$14,000 greater than the same day the preceding year.

+++ **THE PRUDENTIAL LIFE INSURANCE COMPANY** wrote more than one million new life insurance policies in the month of November.

+++ **REGISTRATIONS OF NEW REO COMMERCIAL CARS** during November showed a gain of 51.3 per cent over last year.

+++ **A DELUGE OF ORDERS** assures full-time operations for the twenty-one yarn mills in the Chain of Textiles, Inc., for the next ten or fifteen weeks. Other North Carolina textile mills to take on additional operators are the Stehli and Hillcrest silk mills.

+++ **BUSINESS FAILURES** for the week ending December 17 total 556 against 614 for the same week last year.

+++ **BANK FAILURES** in November totaled only 169 as against 522 in October.

+++ **CONSOLIDATED NET PROFITS** of Copeland Products for the fiscal year ending October 31 were \$6.04 a share, as against \$2.05 a share in 1930.

+++ **THE CORD CORPORATION** reports that orders on hand for airplane engines total \$673,000 as against \$145,400 a year ago.

+++ **ON JANUARY 2** the B. F. Goodrich Company will increase its working schedule from four days a week to five.

+++ **THE NATIONAL FARM JOURNAL** reports that renewal subscriptions by mail for the fall and to date are 50 per cent ahead of 1930 or 1929, and the publisher of this fifty-five-year-old magazine states: "I have yet to see the time when business did not improve when direct mail returns were on the up-grade."

+++ **LUMBER ORDERS** for the week ending December 19 were approximately 30 per cent greater than production.

+++ **THE INDIANA LIMESTONE COMPANY** has received a contract for 1,400,000 cubic feet of stone for New York's Radio City.

+++ **DELIVERIES OF NEW AUTOMOBILES** in Detroit (a barometer for the large cities of the country) increased 13 per cent for the week ending December 26 over the previous week.

+++ **ELECTRIC LIGHT & POWER COMPANIES** in California will spend upwards of \$50,000,000 in new construction during 1932.

+++ **NET PROFITS OF SERVEL, INC.**, for the year ending October 31 were approximately double those of the preceding year.

+++ **BUILDING PERMITS** in the West North Central and South Atlantic states in November showed substantial increases over October, as reported by the U. S. Bureau of Labor Statistics.

+++ **FOR THE WEEK ENDING DECEMBER 26**, Bradstreet's reports gains in bank clearings and electric power output.

+++ **THE IRVING FISHER INDEX** of Business Conditions last week remained exactly the same as the previous week.

+++ **AMERICAN COMMERCIAL ALCOHOL COMPANY**, Pekin, Illinois, resumed operations on December 5. It is grinding 6,000 bushels of corn daily.

+++ **ALTORFER BROTHERS**, Peoria, Illinois, manufacturers of washing machines, employing a full force of 1,200, has been operating overtime.

+++ **CATERPILLAR TRACTOR COMPANY**, Peoria, Illinois, is increasing its shop force.

+++ **CADILLAC CANADIAN SALES** for the year to date are 21.2 per cent higher than in 1930; the Oshawa, Canada, plant of General Motors has recalled 1,000 employees to work during December.

+++ **THE NUMBER OF BUSINESS FAILURES** in November declined sharply to a figure slightly below that reported for November, 1930—1997 compared with 2004. November usually shows a 3.3 per cent increase over October.

+++ **AUBURN AUTOMOBILE COMPANY** has placed orders for more than \$11,000,000 worth of materials to be used in production operations during the first quarter of 1932.

+++ **THE UNION CARBIDE & CARBON COMPANY'S** plant at Sault Ste. Marie, Michigan, will begin capacity operations January 1, after being on half time since last May.

## Refrigerator Firms Join Frosted Foods Group

**DETROIT**—Seven manufacturers of refrigerating equipment — Copeland, General Electric, Kelvinator, Norge, Servel, Universal Cooler and Westinghouse—have become members of a new Equipment Division of the Frozen Foods Association of America. An office for the division has been established in the United Artists Building here, under William Jabine, secretary. Mr. Jabine until recently was editor of *Electric Refrigeration News*.

Elimination of duplication of effort in research and similar activities will be undertaken, Mr. Jabine said, and a committee to work out standard requirements for display and storage cases for quick frozen foods will be appointed. "The Detroit office is expected to become the center of information concerning frozen foods." Other manufacturers will be added. The Frozen Foods Association was founded at Atlanta a year ago.



# Pot Shots vs. Planned Offensives

(Continued from page 17)

specification writer who interviewed the salesman. This salesman insisted on reading a long list of prominent users of his burner, despite the buyer's pointed efforts to indicate that the interview was over.

Though the buyer immediately showed his interest in the technicalities of the product, one salesman waived any engineering discussion and devoted the major portion of his solicitation to telling the strength of his company and the soundness of its merchandising plan. Yet of the six salesmen who talked technicalities only one asked for the opportunity to prove technical superiorities by urgently inviting the buyer to witness a demonstration.

While the architect received full engineering data from six salesmen, he was most impressed by the solicitation of one salesman who emphasized no one particular burner in his line, but who recommended his company be asked to handle the job because they made all types and sizes of burners and could, therefore, make an impartial engineering study and recommend the best burner for the purpose.

The performance of these seven oil-burner salesmen would indicate that salesmen, when they are asked to give the buyer a full presentation, make a 300 per cent better use of sales helps and literature than when they are merely soliciting on a routine call—as apparently did those in the study made at the oil company. Yet beyond the good use of sales helps, salesmen selling the same product vary widely in performance. One secured 600 per cent more time with the buyer than a colleague; only two out of seven had a radically different approach; of the remainder who had the same general approach, only one tried to pin the buyer down to a date for a demonstration.

How six kitchen cabinet salesmen reacted to the buyer is illustrated in the SALES MANAGEMENT study made at the offices of another firm of architects. Here the salesman's problem was somewhat different. The architect (partner in the firm) called in and asked the salesmen of six leading kitchen cabinet makers to help him with a problem. He wanted to put complete kitchen equipment in a space smaller than that normally used to accommodate this equipment. His studies of existing equipment indicated that what he wanted was impossible, yet to satisfy the request of

his client, an apartment house owner, he called in six salesmen with the hope that one might have something very special to solve the problem. He told each salesman this, gave him the sizes and the general scope of the layout and asked for suggestions.

Only one salesman endeavored to show the architect that his hope was impractical and that he could not get all the equipment in so limited a place. The other salesmen showed the architect what their companies had made in the way of kitchen equipment. When the architect saw that the equipment they were showing him did not answer his purpose he asked the salesmen to take up the problem with their design departments and have a rough sketch of a possible solution drawn up. Four salesmen immediately accepted this way out of their predicament. Only one used his pencil to sketch right before the architect what he thought would solve the problem.

All the salesmen seemed well equipped to tell by photos, blueprints and catalogue illustrations what sort of a line they had and what they had done in other apartment house jobs. Yet only one took the opportunity to talk about the quality of his product. This salesman demonstrated, with a sample, the point that the enamel finish of his cabinet work would not crack under impact nor break when the metal was bent. One salesman didn't know a rather important point about the material of the equipment he sold.

The only novel approach was that of the salesman representing a dealer who handled one large company's line of cabinets. This salesman opened his solicitation by setting up a toy model in cardboard which he used to illustrate the many possible combinations of standard cabinet sections. It was a most graphic sales aid.

Of the six salesmen only four left sales helps, although one salesman asked the architect if he had the firm's catalogue in his file. When he found out the architect hadn't, he offered to send it to him.

The kitchen cabinet salesmen made as good use of their sales helps as did the seven oil-burner representatives. They, too, differed widely in performance. One salesman secured 400 per cent more time with the buyer than another; the approach of only one was novel and was due to a form of sales help supplied him.

Only one salesman went beyond the architect's discussion of design and arrangement to get in a few licks for the quality of his product.

The work of the thirteen salesmen discussed in this article clearly indicates that these salesmen, when requested to call and give their story, *used their complete ammunition of sales helps*. Yet their *complete ammunition of sales helps was woefully incomplete*. None of the salesmen made use of these proved aids to an order: movies, slides, unusual photographs or blueprints, photostats of testimonial letters, or other materials which are doing so much to improve the efficiency of men who rank as consistent producers, models of the product or cutout models of its salient or patented features.

Yet the fact that they used their ammunition, incomplete as it was, is concrete proof of the value of supplementing oral sales talk with the many forms of literature and other aids available. In contrast, thirteen salesmen calling on an oil company at their own initiative made one-third the use of sales helps. This phenomenon can be explained on two counts: (1) either their companies did not supply them with sales helps, which is lamentable; or, (2) they don't regularly carry the helps given them, using them only on special calls.

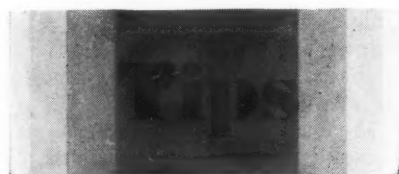
The latter reason suggests an obvious remedy: that salesmen always carry their full complement of sales helps and that they be trained to realize that any sales call worth taking the time to make should be a special sales call with the salesman fully equipped to give a complete story.

## G. E. Refrigerators Cool Boulder Dam Village

BOULDER CITY, NEV.—Ninety per cent of the 300 homes in Boulder City are equipped with electric refrigerators and 97 per cent of these are General Electric—all installed by the Boulder City Company, dealer for Frank Edwards Company, General Electric refrigerator distributor at Salt Lake City.

The refrigerators will probably be put to some severe tests as the temperature here in midsummer reaches 143 degrees.

The Boulder City Company's principal work is to provide a comfortable environment for the workers on the Hoover Dam and for their families.



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

## Advertising

*New Profits from Tested Advertising.* This report by Cowan and Dengler shows how scientifically conducted tests disclosed the one advertising appeal which increased sales for Pyrex 200 per cent in a year—that of durability under heat rather than style appeal, which had been used; tells how Pond's Cold Cream advertising test revealed the pulling power of the cleanser appeal and increased sales by twenty times; how advertising tests demonstrated to Odorono that a dramatic picture of the damage perspiration does to a dress out-pulled the advertising which featured the bottle, the name and told what Odorono would do, ten to one. The salability factors which Cowan and Dengler have set up as considerations for testing are (1) name, (2) package, (3) price, (4) performance, (5) appearance, (6) service, (7) combination offer. Scores of cases of specific companies who have made phenomenal sales gains through the testing of their products on one or all of these points are described. When it comes down to the importance of advertising copy testing, we are given the amazing report that by pre-testing copy a certain concern pulled over 10,000 replies to a campaign which previously had chalked up a maximum of 5,000. There is also a wealth of evidence of the value of testing such factors as publication-value, position, etc.

## Business Site

*Boston Wharf Company.* Manufacturers casting about for a strategic location for a New England plant or sales branch will do well to look into this booklet on the manufacturing, merchandising and distribution advantages of the Boston Wharf Company property. New England market facts, freight and export facilities, banking and living conditions, and a huge colored district map of Boston, showing street layouts, transit lines, etc., are included. The lengths of tenancy of such companies as American Can Company, Cudahy Packing Company, Sherwin-Williams Company, General Electric, etc., are listed.

## Markets and Media

*A Market Guide of South Carolina.* Astute marketing executives who are interested in the sturdy growth of the South, because of its inevitable effect upon present and future

sales and advertising moves, will want this analysis of the three major markets of South Carolina, as presented by the Greenville News. Illustrated with colored county outline maps, it contains significant market data. The Greenville, Columbia and Charleston markets are broken down into counties, for each of which total population figures, white population, negro population and square mile area are provided.

*The Bank as a Market.* Manufacturers of building materials, paper and paper products, furniture and furnishings, office equipment and addressing, duplicating, mailing and other sales equipment, will find this collection of sheets issued by the American Bankers' Association Journal a valuable asset in estimating the banks' potentialities as a market for their products. They have computed the needs of banks for both new and replacement materials, both on the basis of building under way and in project. There are figures of bank building activities in numbers and in financial implications. As an indication of how drastically undersold banks are on practically all forms of equipment, they cite the fact that in the 21,596 banking institutions of the United States, with 52,769,175 customers in the savings departments alone, there are only 5,216 addressing machines, 2,732 duplicating machines, and 1,113 mailing machines. This situation, it appears, applies to all products usable by banks. The reports are full of similar

suggestions of the extent and nature of the needs of banks at this time.

## Paper

*A Kit of Letterhead Ideas.* Do your letterheads need re-vamping? If you'd like to start 1932 fresh, with letterheads that reflect prestige, confidence and dignity, but are holding up action on it because of an absence of lay-out ideas, here's a folder offered by the Strathmore Paper Company, which contains a handful of full-sized letterheads. Easily adaptable lay-outs are suggested, type-faces are named, and swatches of six additional colors in which the paper is now available for invoices, envelopes and forms are offered. Altogether, it's a most helpful presentation.

## Most Brown Shoe Men Better 1930 Records

ST. LOUIS—Two-thirds of the salesmen of the Brown Shoe Company equaled or bettered their 1930 sales records in 1931, T. F. James, vice-president in charge of sales, told 300 guests at the company's annual sales convention here this week.

"I believe that conditions in 1932 will show an improvement over those of the present year," Mr. James added.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

### POSITION WANTED

MR. MANUFACTURER, YOU CAN USE THIS Executive in your Factory, or as Branch Manager. He is an AGGRESSIVE, ACCREDITED ORGANIZER. Thoroughly experienced in modern sales and merchandising methods. Well equipped to formulate sound sales policies, analyze territories, train salesmen, plan promotional campaigns, create practical sales aids for agents and dealers. Experience includes Building Materials, Chemicals, Automobile Insurance, Office Appliances and Mechanical Specialties. 10 Years as Salesman and Branch Manager; 7 years as General Sales Manager of an Office Appliance Company, established and supervised over 100 domestic branches, 6 Years as President and General Manager of Distributing Company marketing labor saving office equipment, etc., mergers eliminated profitable lines, necessitating change. Age 45, Graduate Civil Engineer, references unquestionable. Reasonable salary and bonus considered from sound concern. PAUL B. WALDIN, 16595 Ardmore Avenue, Detroit, Mich.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-two years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

CIRCULATION PROMOTION MANAGER CAN make advantageous connection with publishers of several agricultural magazines on part time basis.

Must have background of successful experience in securing subscriptions by mail. Department now well organized and functioning from standpoint of detail work and only needs part time supervision by man who can prepare result-getting promotional material for renewals and follow-up work on new subscribers. Possibility of full time and permanent position with good chances for advancement to right man. Location: Chicago. All of our employees know of this advertisement and all correspondence will be treated in strictest confidence, so write fully with complete details. Address Box 328, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis, 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

### SALES REPRESENTATION

GET OUT OF THE RED IN NEW ENGLAND! Successful sales manager with trained organization invites correspondence or interview with principals seeking more aggressive sales representation for meritorious product or service in this territory. Proven record for results. Highest credentials furnished. Address Box 326, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

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COMMERCE  
PHOTO-PRINT CORP.  
42 Broadway 33 West 42nd St 80 Maiden Lane  
Tel LONGacre 8645  
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